

FINANCIAL TIMES

RUSHDIE AFFAIR

EC-Iran stand-off benefits the East

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World News

Ayatollah denounces Iranian liberals

Ayatollah Ruhollah Khomeini, Iran's spiritual leader, seized on the Rushdie affair to denounce liberals who have tried to soften the country's hardline Islamic image.

Bush in Far East

President George Bush began six-day Far East tour stating that the US was "as much a Pacific nation as it is an Atlantic one - and the Pacific region is of great and growing importance in international affairs."

Rocard reshuffle

Michel Rocard, French Prime Minister, reshuffled his Government following the appointment of Mr Maurice Faure, the public works and housing minister, to the Constitutional Council.

Prague reappraised

Moscow is considering a reappraisal of the Soviet-led occupation of Czechoslovakia in 1968 which put the present conservative leadership into power in Prague.

Camembert banned

Belgium temporarily banned sale of two French camembert cheeses after tests showed they contained the potentially lethal bacterium listeria.

Ziyang missing

Speculation about the standing of Zhao Ziyang, China's Communist Party general secretary, has been given further impetus by his disappearance from the programme of a Hong Kong conference.

Sudan ultimatum

Sudan military officers in Sudan have issued an ultimatum to Mr Sadiq el Mahdi, Prime Minister, giving him one week to make progress in resolving the five-year civil war in the south.

Fresh Tokyo jolt

Japan's ruling Liberal Democratic Party received a fresh jolt when a prominent politician withdrew from an election for state governor because of his acceptance of contributions from the Recruit publishing group.

Algerian vote threat

Islamic fundamentalists are threatening to attack Algerians voting today on constitutional reforms allowing independent political associations, remove all reference to socialism and refer to "fundamental rights and freedoms."

Ortega pardon

President Daniel Ortega of Nicaragua is to pardon 1,700 prisoners jailed for crimes committed under the previous government of President Anastasio Somoza.

Seventeen drown

The 2,600 ton Panamanian-registered freighter Secl Atlantic sank in a storm in the Atlantic with 17 crew on board.

Solomon vote

Solomon Islanders voted in general elections expected to be won by the Alliance Party, which wants to oust Queen Elizabeth as head of state.

Business Summary

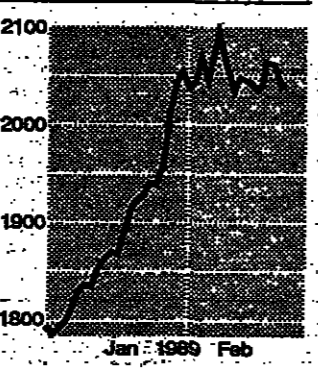
Third US bank goes to NatWest for \$282m

NATIONAL Westminster Bank is adding to its banking network in the north eastern US with the \$282m agreed acquisition of Delta Bancorporation, holding company of the First National Bank of Central Jersey.

FT-SE 100 index

FT-SE 100 index at the close was down 27.3 points at 2,033.7. Analysts commented that the market is still only 3.4 per cent off its trading peak, and expressed doubts over the near

FT-SE 100 index



term outlook. Some chart analysts speak of a "strong support" around FT-SE 1,980, but fear a fall to about 1,920. Currents, Page 40.

SWEDEN'S Options and Futures Exchange (SOFE)

smaller of two options exchanges in Stockholm, survived the financial calamity by swiftly announcing that it is to close due to lack of business.

SWITZERLAND'S central bank

President M. Marking called for a tough new law to curb deposit money-laundering.

UK GOVERNMENT won approval from the European Commission to pay British Coal £109.5m (\$150.5m) to cover its operating losses for 1987-1988.

HONG KONG and China Gas

Hong Kong utility company locally known as Towngas, reported a 32 per cent rise in 1988 net profits, which increased to HK\$424m (\$64.8m), compared with HK\$321m in 1987.

UK CONSUMERS would have to meet a bill of nearly £2bn if the privatised water industry was to comply by 1995 with EC standards.

Swiss central bank chief seeks laws to relax secrecy

By William Dufforce in Geneva

LAWYERS to relax Swiss bank secrecy and make the laundering of "dirty money" a crime were urged yesterday by Dr Markus Lusser, president of the Swiss National Bank, the country's central bank.

ing is alleged to have been laundered through Swiss banks.

The lack of detailed disclosure by the banks was highlighted this week when it was revealed that all three big Swiss banks had suffered losses in their London subsidiaries in 1987. Little or no indication of these appeared in their annual reports.

Money laundering is not a crime under the Swiss penal code; the only relaxation of the banks' secrecy obligations is a gentlemen's agreement operated by the banks themselves

under which they undertake to identify the owners of funds placed with them.

Partly as a result of US pressure, the Justice Ministry has been preparing a bill against money laundering for presentation to the federal Parliament this spring.

The banks have not opposed legislation but have been insisting that it should not give them a policing role. Writing in Weltwoche, a Zurich weekly, Dr Lusser described Swiss

financial markets as vital for the future growth of the Swiss economy.

While it would be wrong to restrict capital flows, everything should be done to prevent their being utilised by organised crime, he said.

We have known for years that... the drug Mafia abuses our financial market to slip their wages of sin into the normal economy."

Rather this would sharpen bankers' consciences and improve their diligence.

It would not be enough to make deliberate involvement in money laundering punishable, Dr Lusser wrote. Assistance through negligence also had to be tackled.

The banks had to identify each of their clients and to refuse to accept money from anonymous sources. The banks' gentlemen's agreement should be embodied in law.

Increases in US prices and earnings heighten fears over inflation

By Anthony Harris in Washington

US CONSUMER prices and real earnings increased sharply last month. The figures prompted steep falls on markets - the Dow Jones Industrial Average dropped by 42.32 to close at 2,264.11 - and were described as disturbing by Mr Alan Greenspan, chairman of the Federal Reserve.

The 0.6 per cent rise in the consumer price index, the most widely used measure of inflation in the US, is the largest monthly jump in two years and sharply above the recent trend.

Last month's rise in prices, announced yesterday by the Labor Department, brings the annual consumer price inflation rate to 4.5 per cent, marginally up from the long-standing 4.4 per cent average. At the same time the department said real earnings also increased by 0.6 per cent last month.

Mr Robert Heller, another Fed governor, said the recent trend was disconcerting and added: "We are beginning to get a stronger inflationary force."

A minority of the Fed governors, however, whose most vocal spokesman is Mr Wayne Angell, continue to argue that the tightening of policy last

year has already checked the rise in gold and commodity prices, and will reduce general inflation this year.

Mr Michael Boskin, President George Bush's chief economic adviser, who has argued that there is not yet any clear rise in the underlying inflation trend, conceded: "The US is now at a point in the expansion where an acceleration of inflation is a greater risk than it was earlier."

The acceleration in the consumer price index was taken by some private analysts as evidence that the Fed's "central tendency" projection of inflation at 4.5 per cent to 5 per cent is optimistic.

It was, however, almost entirely due to the exceptional food, energy and tobacco price increases already shown in the 1 per cent rise in the producer price index, together with a 1 per cent increase in the costs of services other than housing and transport.

The rise in earnings, on the other hand, reflected not only a faster rise in hourly wages but a pick-up in average weekly hours, which have been very stable.

Continued on Page 20

Steep drop in sterling surprises economists

By Simon Holberton, Economics Staff, in London

STERLING ended lower in nervous trading yesterday after renewed selling pushed the currency towards levels last seen in November when the British Government raised bank base rates to 13 per cent to defend it.

Over the past two days the currency has fallen by nearly 1 1/2 per cent on the basis of its index against a basket of currencies. The fall has brought to nearly 1 1/2 per cent its drop since the beginning of the year.

City of London economists have been surprised by the steep two-day drop in sterling and said that any persistent weakness could pose a major problem for Mr Nigel Lawson, the Chancellor of the Exchequer, who is entering the final phase of preparation for his Budget.

There is evidence that growth in demand in the economy is slowing, in response to his policy of high interest rates and any further rise in interest rates would run the risk of slowing the economy too much.

But allowing the pound to fall would risk exacerbating the inflationary UK pressures, they said.

The markets expect the Bank of England to intervene to support sterling should it fall much further. With the UK's foreign reserves currently at a record \$51.7bn, the Bank has room to move.

Analysts noted that there had been no new information on the state of the economy recently to change people's perception of the UK.

In London, the pound closed down 1 pfennig at DM3.2150 but was largely unchanged against the dollar at \$1.7515. It closed in New York at \$1.7480. Currencies, Page 40

Norwegian, UK groups contest oilfield share

By Steven Butler in London and Karen Fossil in Norway

A DISAGREEMENT between licence holders in the North Sea's biggest oil field has raised the prospect of a transfer of billions of dollars between the field's UK and Norwegian partners.

After a four-year study of data on the Statfjord field, which straddles the median line between Norway and the UK, Statoil, the Norwegian state oil company which operates the field, is proposing that the UK interest should fall from 15.9 to 11.9 per cent.

The UK interest holders, Conoco, Chevron, and BP, however, plan to claim that the UK share should rise to 20 per cent. The three hold equal shares of the UK licence, with Conoco as nominal operator.

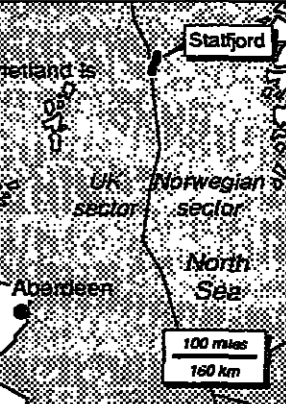
Conoco also holds an additional 8.41 per cent interest in the field through its Norwegian subsidiary, giving it a total stake of 13.71 per cent.

Failure to reach agreement by March 10, would lead to the dispute being submitted to a technical expert for what amounts to binding arbitration. The shares are decided according to geological data showing how much of the field's oil lies on the UK versus the Norwegian side.

The stakes are huge. Within 10 days of a redetermination of shares, the winning side would have to reimburse partners proportionately for already paid capital costs, which Statoil said yesterday total NKr50bn (\$7.48bn) at current prices.

The dispute would equate to NKr2bn in the event of a 4 percentage point shift which is being sought by both sides.

The redetermination would be retroactive to the beginning of work on the field. Oil already produced from the field, which amounts to about a third of the field's total reserves of 3.3bn barrels, would also have to be



reimbursed within two years. The Statoil claim is understood to amount to about three years' of oil liftings for the UK partners and would cost the UK Government about £1bn of revenues. Statoil is producing about 720,000 barrels a day of crude oil, the highest output of any North Sea field.

The redetermination review of the field was begun in 1985 at the prompting of the UK partners. They believed their share should be raised.

Redetermination, which occurs periodically during the life of the field, was supposed to have been completed two years ago, but completion was delayed as continued drilling produced new data on the field.

According to the agreement among the partners, however, settlement must be reached by March 10, or it will go to arbitration. A further redetermination is set to start in May, with a final redetermination planned after development drilling on the field is completed.

Statoil has 42.05 per cent of the field. Other big stakeholders include Mobil, with 12.51 per cent, Exxon with 8.41 per cent, and Shell with 8.41 per cent. Non-Opec producers, Page 32

Paris and Bonn pledge unity

By George Graham in Paris

THE French and West German Governments yesterday joined forces to state their determination to fight inflation.

At a meeting of the Franco-German economic and monetary council in Paris yesterday the two sides, which have not always been in agreement in recent months over the West German Bundesbank's insis-

tence on raising interest rates to head off inflationary pressures, warned against the rise in prices in the UK and the US, saying that if economic growth were to be durable, it must be based on disinflation.

Mr Gerhard Stoltenberg, the West German Finance Minister, said the two countries had last year narrowed the differ-



Alan Greenspan: disturbed

Shevardnadze urges Israel to soften line on Mideast talks

By Tony Walker in Cairo

THE Soviet Union yesterday urged Israel to soften its hardline objections to an international peace conference on the Middle East, but made clear its desire to preserve and broaden its dialogue with the Israelis.

Mr Eduard Shevardnadze, the Soviet Foreign Minister, in a lengthy meeting in Cairo with Mr Moshe Arens, his Israeli counterpart - the first detailed discussions between the two men - sought Israel's co-operation in efforts to break the stalemate in Middle East peace efforts.

Although the Soviets and the Israelis differ sharply on ways to proceed, Mr Shevardnadze clearly wished to avoid exposing stark disagreements at this early stage in efforts to bring to the negotiating table all the parties to the dispute, including the PLO.

Mr Arens said he had responded to Mr Shevardnadze's suggestion that Israel join

an international peace initiative by explaining that the Israeli Government favoured direct talks with its neighbours and that it would not agree to preconditions. This was a reference to the Soviet offer to re-establish formal links provided Israel agreed to an international conference.

Mr Shevardnadze, who unveiled a three-point peace initiative in Damascus on his arrival in the region at the weekend, has said repeatedly that progress hinges on Israeli co-operation. "Without goodwill on the part of Israel, there can be no solution to the conflict and that is one aspect of the real situation," he said after meeting Mr Arens.

The Soviet initiative envisages the convening within nine months of an international conference, attended by the five permanent members of the Security Council, and all parties to the dispute, including the PLO.

Under Mr Gorbachev, the Soviet Union has been moving steadily towards a resumption of relations with Israel after a gap of 20 years. Moscow broke ties after the 1967 war.

Mr Arens said it "would be easier for the Soviet Union to play the role it wants to play in the Middle East" if relations were restored, but he added that Israel would not agree to preconditions. This was a reference to the Soviet offer to re-establish formal links provided Israel agreed to an international conference.

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MARKETS

Table with 2 columns: Market Name and Value. Includes Japan Nikkei average '000, Sterling New York closing, and US 3-month Treasury Bills.

STERLING

Table with 2 columns: Market Name and Value. Includes New York closing, London, and Frankfurt.

STOCK INDICES

Table with 2 columns: Market Name and Value. Includes New York closing, Dow Jones Ind. Av., and Nikkei.

COMMODITIES

Table with 2 columns: Market Name and Value. Includes Brent 15-day (Argus), Oil, and West Tex Crude.

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Jamaica's poor thrust their hopes on Manley

The recent general election in Jamaica which brought Mr Michael Manley back to power was less a rejection of former Prime Minister Edward Seaga's achievements than a statement that poor Jamaicans saw none of the benefits.

Mato: Hawks forget it is politics which bind the Alliance

Pervez Garcia fails to cope with economic collapse

Surveys Kuwait

Managements UK retailers provide a shop window for on-screen layouts

Editorial comment: Destruction in the Amazon; Boom or bust in Australia

Britain: Don't pretend to repay the Public Sector Debt

Law: Currencies; Stock Exchange; Woolworth; Unit trusts; CBI

Financial Futures; Gold; International Bonds; Intl. Capital Markets; Letters; Law; Management; Money Markets; Observer

Raw Materials

Stock Markets; Wall Street; London; Technology; Unit Trusts; Weather; World Index

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WORLD TRADE NEWS

Telecom groups in fight for HK cable TV licence

By John Elliott in Hong Kong

INTERNATIONAL telecommunications and television companies are linking up in rival groups behind two of Hong Kong's most powerful tycoons — Mr Li Ka-shing and Sir Y.K. Pau — to compete for the colony's first cable-television licence which is expected to involve a capital cost of between HK\$30m (23.7m) and HK\$35m.

The companies have been attracted by the prospect that the winner might be allowed to use its underground duct network for the colony's possible second telecommunications system when Hong Kong Telecom's local telephone licence expires in 1995.

Mr Li Ka-shing has a majority share in his group, Hutchison CableVision, which has been the favourite for several months and has attracted the most impressive array of bidders.

They include British Telecom, Peking's China International Trust and Investment, the Hong Kong and Shanghai Bank, and Swire Pacific which is one of the colony's leading trading "conglomerates".

It has been working on its bid for about two years and will today announce the details and its consortium partners which, it is thought, might also include Kokusai Denhin Denwa of Japan and Cable Share of Canada.

Sir Y.K. Pau's group, led by a branch of his Wharf Holdings, includes US West, one of several "baby bells" which have been considering bidding. Sir Run Run Shaw, the local tele-

vision entrepreneur, is the other key partner. Sun Hung Kai Properties, one of Hong Kong's major property developers, is also involved, plus, possibly, Goddard of Belgium.

This group has only established itself as a viable contender in the past few weeks and is still finalising its proposal.

Bids close next Tuesday when it will also become clear whether there is a smaller third contender comprising a consortium of local property companies, including New World and Hang Lung Development.

Hong Kong Telecommunications, the local subsidiary of Cable and Wireless of the UK, which runs the colony's existing domestic and international telecommunications, withdrew from the bidding last year when the government said it could not own more than a 15 per cent stake and should stay out of cable TV for three years.

In the early 1980s, Hong Kong Telecom started to develop plans for cable television, on the assumption that it would be able to use its existing duct network. Later, the government became interested in having a second telecommunications network in the 1990s and realised this could raise the international standard of bidders for the cable TV licence.

Two 15-year licences — one for the network and one for broadcasting — will be issued later this year to cover what is thought could become the biggest cable TV operation in the world.

ABB wins NZ power orders

By William Duffin in Geneva

ASEA BROWN Boveri (ABB), the Swedish-Swiss electrical engineering group, has won two contracts worth \$190m (210m) for a transmission system between New Zealand's North and South Islands.

The project involves a high-voltage direct current (HVDC) system which will enable the North Island to use more effectively hydro-generated electric-

ity from the South Island. One of the contracts, awarded by TransPower New Zealand, goes to ABB alone. The second, for submarine cables, goes to a consortium in which ABB partners Norway's Alstom.

Upgrading the HVDC link will enhance transmission of clean hydro-power from the South Island to the North.

India agrees to speed British investment

By David Housego in New Delhi

RECENT STRAINS in relations between India and Britain were symbolically buried yesterday with the announcement of an agreement between the two governments on procedures to accelerate investment by British companies in India.

Britain is only the third country after West Germany and Japan to be accorded what the Indian government calls "fast-track status". Requests by France for similar treatment both before and during the recent visit to Delhi of President Mitterrand are still pending.

Lord Young, the British Trade and Industry Secretary, sought "fast track" status for British companies at the outset of his current visit to India, with the Indian response as being seen as a touchstone of the current state of relations.

Lord Young is the first British Trade Secretary to visit India in five years. Indian resentment over the activities of Sikh extremists in the UK and a television programme critical of Mr Rajiv Gandhi, the Indian Prime Minister, resulted in a temporary arms embargo on Britain last year and the cancellation of a British ministerial visit to India.

Lord Young said yesterday that Ministers had not raised the Sikh issue with him and that Indo-British relations were now "as warm as they could be". Lord Young saw Mr Gandhi and other senior members of the government.

The "fast-track" status will enable British companies seeking to invest in India to raise any problems they have with an ad hoc committee of Indian and British officials.

As a sign of the changed atmosphere, Mr Vasant Sathe, Minister of Energy, is due to accompany Lord Young on a visit to the Rihand power station in central India where an all-British consortium led by Northern Engineering Industries is completing the first 1000MW stage.

GEC is expected to be awarded the contract for the second 1000MW, worth about \$200m, to be built with substantial British aid.

India signs up the world for its software

K. K. Sharma discusses the industry's future with exports totalling \$59m last year

FIVE YOUNG programmers, barely out of their teens, crowd over a computer monitor and anxiously watch a new logo they have designed for a highly successful package known as "Signbank." They have written for banks. It is a signature verification programme which also throws up photographs of customers on the screen.

They leave a sigh of relief when their supervisor gives his nod and then tells them a Japanese bank has been added to the long list of customers for Signbank that has fetched Tata Unisys, India's biggest software exporter, more than \$10m in the past year.

For Tata Unisys, a joint venture between one of India's largest industrial groups, Tata, and the US computer giant Unisys, Signbank is only one of the specialised packages successfully sold all over the world from its base at the Santa Cruz Electronics Export Processing Zone (Seepz) in Bombay.

It has led a number of Indian companies in selling custom-

ised packages abroad, based on locally developed skills and low costs that has made it possible for the country to find a small, but potentially large share in the fast-growing global software market.

Tata Unisys' main advantage lies in its ability cheaply to provide on-site development of software, something that is possible because of relatively low salaries paid in India to highly-qualified personnel. These are being sent abroad constantly to clients such as banks, hotels and travel agencies which are eager to benefit from computerised operations, but need modifications to software packages that are possible only if programmers work with them in their own offices.

Indeed, much of Tata Unisys' annual budget is spent on software, something that is almost entirely dedicated to turning out specialists for export to on-site locations. Costs are low because of relatively small salaries in India, but fresh recruitment has to be undertaken constantly to

replace personnel bought up by customers or rival companies. Last year, for example, Tata Unisys lost 171 out of a total of 700 trained employees.

Indian programmers and specialists are in demand not only because their salaries are low but they somehow have an uncanny, logical and mathematical mind needed for programming. Even more important, they do not encounter a communications problem because of their knowledge of English, the lack of which is a major hurdle for the Japanese or Taiwanese.

As a result, Indian software companies are finding customers in all the continents from companies which want on-site software development but wish to avoid adding programmers to their permanent staff and so prefer to contract out.

For the same reason, Western companies are setting up software units in India either on their own or in collaboration with existing companies. Citicorp now has its own establishment while Banque Indosuez of France is working in

the Tata Unisys set-up at Seepz. Britain's International Computers has linked up with an Indian associate while British Telecom has tied up with Mahindra and Mahindra. Data-matics Consultants have been exporting software to Wang and Hinditron Computers are doing software jobs for Digital Equipment Corporation of the US. Entry to the Japanese market has been tough because of language problems.

Much of the successful work done abroad is what professionals call "on-site development" but which many countries consider "body shopping" and so have clamped immigration restrictions on Indian technicians, a large proportion of whom do not return home.

Indian companies resent the restrictions because this hampers their main activity of going to their customers to develop customised packages. Nevertheless, Indian software companies last year notched up exports of Rs900m (\$9m), this is negligible in the multi-billion-dollar global mar-

ket but the Government hopes that, because of India's advantages and the lack of capacity of software companies in the West, software exports will rise to Rs3bn in 1990.

The modest aim is that when the world software trade touches an estimated \$30bn, India's share will be at least one per cent, since software exports are a relatively new development. Even this amount will contribute significantly to tackling the country's enormous balance of payments problems.

The Government is encouraging the industry by permitting easy import of software tools and making available foreign exchange if companies guarantee exports worth about three times the amount. But the main hurdle remains the inability of most Indian companies to set up adequate marketing networks abroad that would seek orders of the kind that are easily and cheaply done on site by trained specialists, who have innate skills that make them natural computer whizz-kids.

Argentina to receive military spare parts worth \$13m from US

By Gary Mead in Buenos Aires

ARGENTINA is to receive military spare parts worth \$13m from the United States. They will be used for refurbishing 200 armoured personnel carriers and 20 Bell helicopters.

The agreement was signed in Buenos Aires late on Tuesday evening, by Gen Francisco Gassino, the Argentine army Chief of Staff, Gen Fred Woerner, in his capacity as US Chief of Southern Strategic Command, and Mr Horacio Juanarena, the Argentine Defence Minister.

Discussions between the two sides have accelerated in the past 12 months, with senior military and political figures travelling between both countries. Last September, Mr Juanarena visited the US in a bid to promote the sale of Argentina's trainer aircraft, the Pampa. As

yet the US has shown no sign of agreeing to purchase the aircraft.

Under the terms of this week's deal, Argentina can draw on a credit (of 18 months' duration) to purchase the spare parts, described by US diplomats in Buenos Aires as not being threatening to either Britain or neighbouring countries.

The US Government position is that "in the context of a democratic society" it is willing to consider requests for further and different military equipment.

However, Argentina's interest in unblocking delivery of already paid-for Skyhawk A-4 fighter-bombers is certain to face a continued veto from Nato allies.

All Nippon to purchase 20 Boeings

By Nancy Dunne in Washington

ALL NIPPON Airways (ANA), the world's eighth largest airline, yesterday announced a \$3.15bn purchase of 20 Boeing 747-400s, the largest sale ever of the Boeing model.

The investment in new aircraft, engines and spare parts will equal almost 6 per cent of the 1988 US trade deficit with Japan. The airline is also negotiating the purchase of 15 to 20 smaller 737-300s in a deal which could become the most lucrative of that model.

Mr Shigeo Goto, executive vice-president of the airline, said the 747-400s were selected for their computer-controlled cockpit systems, which reduce the pilots' workloads and because its advanced design and system make the model particularly economical to fly.

All Nippon has been buying Boeings since 1964, and its investment in Boeing has now grown to \$10bn.

CAE wins \$48m flight simulator contract from West Germany

By Robert Gibbens in Montreal

CAE INDUSTRIES Limited, the world leader in commercial flight simulators, has won a \$48m (\$48m) contract from the West German Defence Ministry.

The contract is for a prototype low-level military flight simulator system. It is a world first for the Canadian company.

The simulator will duplicate topography and flying conditions met by pilots of fighter aircraft flying low-level missions in Europe.

The West German has curbed low-level flights by its fighter squadrons severely, following two major disasters. The last disaster occurred at an air show in August 1988 at Ramstein when 70 people were killed.

The new simulator system would reduce the number of low-level practice flights needed to be flown by the West German air force.

CAE will deliver the prototype early in 1991 and is expected to get more than \$300m in follow-up work over the next few years.

CAE has a German subsidiary and has built nine Tornado flight simulators for Germany and Italy.

Boeing's De Havilland division in Toronto will build six DASH-8-100 commuter aircraft for America West Airlines for US\$48m and for delivery in 1991. The order brings total sales of DASH-8-100 aircraft and the larger DASH-8-300 to 295.

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OVERSEAS NEWS

Key S African interest rate raised to 16%

By Anthony Robinson in Johannesburg

THE South African Reserve Bank yesterday acted to restrain credit-fuelled economic growth by raising the bank rate 1.5 percentage points to 16 per cent with effect from today.

Botha may quit because of ill health

By Anthony Robinson

PRESIDENT P.W. Botha is now expected to resign as executive State President as soon as he is fit enough to hand over his powers formally in parliament.

Bush seeks to make his mark in East Asia

Peter Riddell finds the US is taking Japan seriously as leaders gather in Tokyo

JAPAN has definitely arrived as a big power in the US. The television news superstars Tom Brokaw, Peter Jennings and Dan Rather are there this week for President George Bush's visit to Emperor Hirohito's funeral.

The China leg of the trip is partly being presented as a prelude to Mr Bush's visit to his previous experience of legation head there, as well as signalling US interest in a fresh of closer relations with the Soviet Union.

Bush out to cement old friendships in Peking

By Peter Ellingren in Peking

FIFTEEN years ago George Bush turned down diplomatic jobs in Paris and London in order to represent the US in Peking, a city he toured by bicycle and likened to "Life on East 7th street in Odessa, Texas in 1948."

With a historic Sino-Soviet summit just three months away, he and his secretary of State, Mr James Baker, will want to ensure Washington does not lose out in the thaw between Moscow and Peking.

The visit will also be a chance for discussions on regional concerns, including Kampuchea, Korea and Taiwan. The US, like China, is keen to see an early resolution of the Kampuchean impasse and a lessening of tension in Korea.

Taiwan is more tricky, as the US, which traditionally backed Taipei's independence from the mainland, is now moving closer to Peking and will probably come under pressure to act as a mediator in China's plans for reunification.

ing to Taiwan government spokesman, Ma Ying-jeou, this would be disastrous for Taiwan, which insists on remaining aloof from Peking's influence.

Confession clears Mandela team of doctor's killing

By Anthony Robinson

ROBBERY was the motive for the murder of Dr Abubaker Asvat, the Soweto doctor linked with the Mandela United Africa, a Johannesburg court heard yesterday.

But yesterday Mr Zakhele Mbatha, 21, told the court he shot the doctor during a tussle while robbing him of R25 rand. His confession appears to rule out any link between Dr Asvat's death and his visit to the Mandela household.

Mr de Klerk is understood to have moved quickly to assert his authority as new leader of the party and line it up behind a more flexible approach to questions such as group areas and educational and other reforms aimed at modernising South African society.



Zhao: blamed for harvest

Pressure mounts on Deng to fire Zhao

By Collins MacDougal

THE RECENT flurry of speculation about the standing of Zhao Ziyang, China's party general secretary, has been intensified further by his unexplained disappearance from the programme of a conference held in Hong Kong.

On Tuesday, Zhao was due to make a speech by satellite to the Pacific regional conference in the British territory, but was replaced at the last moment by Tian Jiyun, a Vice-Premier, according to the usually well informed China News Service.

Who set up China's planning system in the 1950s, was said to have blamed Zhao for China's poor grain harvest last year and for the general economic chaos which undermined party authority.

While Deng is said to have refused to replace Zhao, this unexpected reshuffling of the conference may suggest that Zhao's position has become increasingly shaky.

Solomon Islands may oust Queen

By Our Foreign Staff

SOLOMON ISLANDERS voted yesterday in general elections expected to be won by an opposition party that wants to oust Queen Elizabeth as head of state and establish a republic.

The People's Alliance Party, led by Solomon Mamaloni is contesting all 38 seats at stake. The Solomon Islands United Party of Mr Ezekiel Alebu, the Prime Minister, weakened by defections, is standing in only eight constituencies.

Results are not expected known before next week. The Solomons are a chain of several groups of islands, with a land area of some 11,000 miles, in Melanesia to the east of Papua New Guinea, and a population of some 270,000. They have been internally self-governing since 1978.

Seoul warns opposition to back off

By Maggie Ford in Seoul

MR Park Jyun Kyn, chairman of South Korea's ruling Democratic Justice Party, yesterday warned opposition parties that the country was at a turning point and that a return to the politics of confrontation could take place.

Fresh jolt for Japanese party

By Ian Rodger in Tokyo

JAPAN'S ruling Liberal Democratic Party received a fresh jolt yesterday when a prominent politician withdrew from a campaign for state governor because of criticisms of his acceptance of contributions from the Recruit publishing group.

Analysts said it was unprecedented for an LDP candidate to withdraw from a campaign for fear of losing. The LDP has dominated the Japanese political scene since its formation in 1955. Despite its continuing grip on power, the party has been badly shaken by the Recruit scandal. It has shown that an ambitious entrepreneur, Mr Hirosumi Esato, the former chairman of Recruit who was arrested last week on charges of bribery, could advance his interests with widespread favours to politicians, government officials and business contacts.

Mr Aichi, who has been an outspoken critic of Japan's corrupt political financing system, admitted some time ago that he had received a total of some ¥1.6m (€34,000) from the Recruit group since 1978. He said the money was received as "honorary political contributions, but there have been suggestions that Recruit owed special favour to him two years ago when he became chairman of the education committee of the lower house of the Diet.

Algeria poll on liberal reforms

By Francis Ghiles in Algiers

ALGERIANS vote today on constitutional reforms which allow independent political associations, remove all reference to socialism, provide the right to strike and refer to "fundamental rights and freedoms" of Algerians.

Army warns Sudanese Premier

By Julian Ozanne

SENIOR military officers in Sudan have issued an ultimatum to Mr Sadiq el Mahdi, the Prime Minister, giving him one week to make progress in resolving the five-year civil war in the south and make changes to his coalition government.

The ultimatum, signed by Gen Fahri Ahmed Ali, Sudan's military commander in chief, and 150 officers above the rank of colonel, follows the resignation of Gen Abdel Magid Khalil, the widely popular

Defence Minister, earlier this week in protest at the Government's refusal to accept a peace pact negotiated between the Democratic Unionist Party and the Sudan Peoples Liberation Army late last year.

Speech defect drug listed as dangerous

A DRUG used to prevent speaking difficulties among the elderly will be listed as dangerous by Japan's Ministry of Health and Welfare following reports of 11 deaths from its side effects, Reuters reports from Tokyo.

The Tanabe Seiyaku Company's Hopate and similar drugs made by 29 other companies are to go on the dangerous drugs list, a ministry official said. An estimated 150,000 people in Japan currently use these drugs.

The official said excessive or improper use of the drug was suspected to have caused the deaths. It has been found to cause excessively low blood sugar and high blood acid levels that could lead to unconsciousness.

Tanabe said it would continue to sell the drug, which is not available outside Japan, as it is indispensable for patients such as mentally underdeveloped infants.

Critics of Hong Kong law warn of delaying democracy

Liberals fear the new draft Basic Law could be used to put universal suffrage on ice indefinitely, writes John Elliott

HONG KONG'S conservative businessmen and liberal campaigners are squaring up over the degree of democracy in the British colony after 1997 when it reverts to Chinese sovereignty.

Many conservative businessmen believe the draft needs improving to ensure full democracy is achieved by 2012 at the latest. But they insist that the pace of change must be acceptable to Peking if Hong Kong is to remain stable and prosperous.

Liberals and conservatives along with the British and Hong Kong governments - agree that Peking has introduced big improvements in the 159-clause draft, especially concerning areas of Hong Kong's judicial and administrative autonomy.

expected would be for universal suffrage in 2007, preferably without a referendum, or, at worst, with a referendum free of Peking controls.

China is to table its plans on this soon after the Basic Law has been promulgated so that the new court operates before 1997.

A requirement in article 22 (now 23) that Hong Kong should "prohibit any law or act designed to undermine national unity or subvert the Central People's Government" now covers only "any act of treason, splitting of the state, secession and the theft of state secrets".

Two weeks ago, a new party was formed, the first to break the FLN's monopoly since 1962. The Rassemblement pour la Culture et la Démocratie, a broadly social democratic party, was established in Tizi Ouzou, capital of the Berber heartland of Kabylia, after a two-day meeting of Le Mouvement Culturel Berbère.

Nevertheless, the debate over the forced pace of Arabisation, which has damaged teaching standards in secondary schools and universities and over the place of Berber, the mother tongue of a fifth of the population, will not be easy.

... FEBRUARY 23 1989

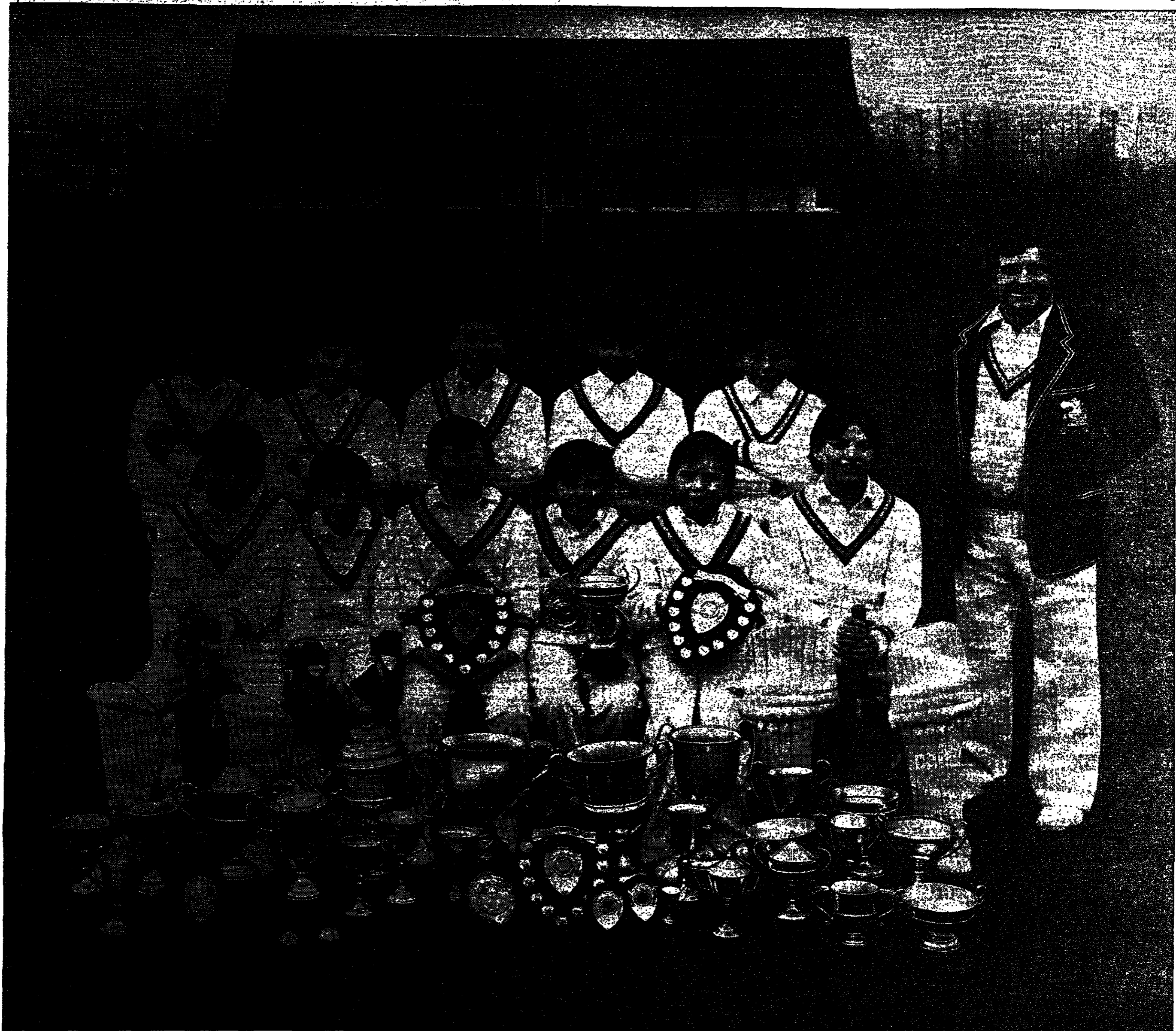
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Algeria poll on liberal reforms



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FTI

AMERICAN NEWS

Venezuela expected to sign IMF agreement

By Joe Mann in Caracas

THE Venezuelan government expects to sign an agreement in principle with the International Monetary Fund in Washington next week, according to Miguel Ibarra de Blanco, the Minister of Finance.

The Government was seeking an IMF loan of \$1.5bn this year under a standby arrangement and also hoped to obtain \$300m in 1989 from the World Bank, the minister said. Details of the agreement were still being worked out.

Venezuela's new government will also ask the IMF and World Bank for additional loans, and is projecting credit lines totalling around \$4.5bn over the next five years from them as well as from the Inter-American Development Bank.

In Caracas and other cities yesterday, Venezuelan university students demonstrated to protest at the Government's economic measures. An employee of the Central University in Caracas was killed during a clash with police.

Stephen Fidler in London adds: Venezuela, which last had a binding agreement with the IMF at the beginning of the 1980s, is understood to have been discussing three possibilities with the Fund: a conventional standby loan, a three-year extended fund facility or what is called a first-tranche standby arrangement.

A first-tranche arrangement was the only one for which the 1980s is understood to have been discussing three possibilities with the Fund: a conventional standby loan, a three-year extended fund facility or what is called a first-tranche standby arrangement.

According to this month's International Financial Statistics, Venezuela drew down almost all of its remaining reserve position with the IMF in December, underlying the country's economic difficulties. This position stood at SDR473m (\$624m) at the end of 1987, had fallen to SDR264m by the end of November and dropped to SDR30m by end-December.

Mexicans talk to Lawson on debt

By Robert Graham

MR Pedro Aspe, the Mexican Finance Minister, received a sympathetic but non-committal response from Mr Nigel Lawson, UK Chancellor of the Exchequer, when he outlined the debt strategy of Mexico's new government in London yesterday.

The meeting was part of a five-day European tour and follows talks with the Bush Administration. The Mexican government had hoped for an early response from Washington on new credit lines to cover the six-year term of President Salinas de Gortari and for plans to halve the burden of servicing Mexico's \$107bn foreign debt.

The Mexicans were disappointed at slow progress in Washington and are seeking to impress the urgency of Mexico's needs on European finance ministers and central bankers. Although capital has flowed back in during December and January to the tune of \$2.5bn, the current account has deteriorated and the social contract between government, labour and the employers is due to expire in July.

Peru sinks into a dirty war as Garcia fails to cope with economic collapse

Veronica Baruffati on stunned reactions to an assassination

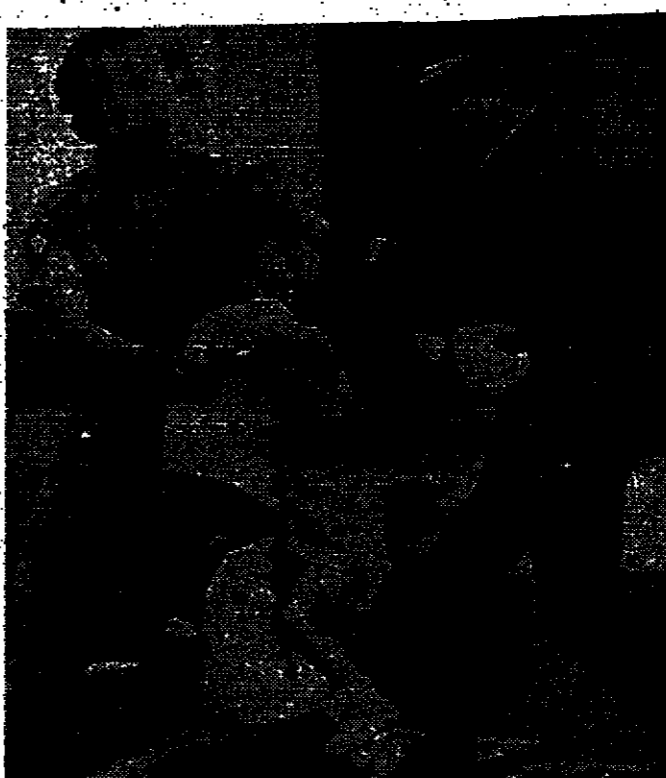
IN A country numbed by violence, the brutal assassination 10 days ago of Sanl Cantoral, secretary general of Peru's powerful miners' federation, has nevertheless had a profound impact. Mr Cantoral is the most public figure to have been murdered during the administration of President Alan Garcia and the conflicting accusations of responsibility have underlined that Peru is now locked in a dirty war. Moreover, it is a dirty war in which innocent Peruvians and foreign residents risk being caught in the cross-fire.

Such is the level of violence that it has become increasingly difficult to pin-point the authors. Mr Cantoral's killing was claimed by persons acting for the Maoist organisation, Sendero Luminoso (Shining Path); but unofficially his death has been attributed to the urban guerrilla group, Comando Rodrigo Franco, which has been responsible for the murder of a number of prominent leftists and which has been linked to the ruling Apra Party.

Sendero and another extreme leftist terrorist organisation, the Revolutionary Popular Movement (MRTA), are, however, seen as the main culprits in 1,819 murders last year. In 1988, there were 3,135 terrorist attacks, a 21 per cent increase on 1987.

The targets of political violence are manifold - from the security forces to municipal authorities, development projects, agricultural co-operatives, and electricity pylons.

A new feature of Sendero Luminoso activity is the "armed strike", which has successfully paralysed the towns of Ayacucho, Junin and Huancayo for up to five days, demonstrating their ability to control the population for short periods. Sendero has also so terrorised small towns and villages



A mother clings to her child as police move in on demonstrators in parts of the Andean highlands that may have been either killed, fled or are the terrorists' frontmen.

Earlier this month, the MRTA launched an unsuccessful mortar attack on the presidential palace in Lima, and now the surrounding railings have been reinforced with huge metal sheets. Only three years ago, President Garcia used to address the crowds from his balcony, thumping his chest to boast the absence of a bullet-proof vest.

While Sendero and the MRTA are known quantities with identifiable leaderships, the Comando Rodrigo Franco is a more shadowy grouping. It made its first appearance in

July 1987 with the brutal assassination of a lawyer who had successfully defended a captured Sendero Luminoso leader. His name comes from a prominent Apra official who was murdered by Sendero Luminoso and is widely believed to be linked both to the fringes of this party and to elements in military intelligence. Their main targets have been trade union activists and journalists critical of the ruling Apra administration.

The climate of violence has been worsened by the behaviour of the security forces and police themselves, which has undermined much of President Garcia's pledge on taking office in 1985 to clean up human

rights abuses. It has become commonplace for police to use force to break up strikes, and the press are being alienated by unnecessarily rough treatment on these occasions.

In response to pressures from the international community, Peru has tightened its security measures. Meanwhile, several embassies are discouraging travellers from exploring the interior. The West German Government has placed Peru on the same list as Sri Lanka and the Lebanon as places not to encourage tourism.

There is also the fear that the violence may jeopardise coming municipal elections.

Against this background and a continued failure to come up with coherent economic policies to alleviate inflation and shortages, President Garcia faces an ever more impossible task of retaining respect and restoring authority. The Government cannot even muster a double-figure rating in the popularity polls.

Mr Garcia describes himself as the "solitary gladiator" of Latin America in his fight against the international financial community, but to many Peruvians he more closely resembles Don Quixote. The paradox of Peru today is that, now the country needs international financial support more than ever, it is least likely to receive it.

The armed forces are continually disgruntled because they have neither the financial resources nor the equipment to wage a successful war against subversion and terrorism. General Enrique Lopez Albujar, the British-trained Minister of Defence, tacitly acknowledged the desperate situation by assuring Lima's 600,000 inhabitants that if Sendero succeeded in his avowed aim of blockading Lima from his hinterland, then an air lift could be made with the interior to guarantee food supplies.

FMLN talks boost peace hopes

By Richard Johns in Mexico City

TWO days of talks between El Salvador's political parties and leaders of the left-wing guerrilla organisation, Faribundo Martí National Liberation Front (FMLN), have revived prospects of settling the country's 10-year-old civil war.

The war has proved the most intractable of conflicts to resolve in Central America and has cost an estimated 70,000 lives.

In response to far-reaching and detailed proposals made by the guerrilla movement in talks near Mexico City, politicians representing 13 factions and including some with government ties, agreed to convene a ceasefire under international supervision.

The proposal has won the

approval of the left-wing Convergencia Democrática alliance, the FMLN's political ally, and the Roman Catholic Church, which plays an important part.

Mr Prades and other leaders stressed that any decision on the postponement of other issues would require direct negotiations between the Government of President José Napoleón Duarte and the rebels. But the meeting broke up in a mood of optimism.

Even senior chiefs of the hardline, right-wing National Republican Alliance who are considered Mr Duarte's Christiani, their candidacies, even with the election, did not reject the postponement out of hand.

Bidding starts for Brazilian railway project

By John Barham in São Paulo

BRAZILIAN companies began bidding yesterday for a 90-year government concession to build and operate a 600-km railway across central Brazil. The \$1.9bn project should be ready within six years.

A group of private investors will build the line linking the consumer markets of south-eastern Brazil with the fast-growing farming states of Goiás, Mato Grosso and the southern fringes of Amazonia. Two-thirds of the funds will come from tax concessions.

Mr Fabio de Paula Costa, director of the Itamaraty group, one of the bidding companies, said: "The regions the line will serve already produce 100m tons of grain a year. By the year 2010, they will produce 500-600m tonnes."

Construction must follow guidelines established by environmental reports drawn up by the five states concerned. But environmentalists and some federal officials criticise the reports drawn up by private firms, saying they are cursory and that economic development is given higher priority than environmental issues.

The planned east-west railway will be one of several lines crossing the southern Amazon region. The Government is building a railway connecting Pará with the Amazon state of Pará.

Somoza guardsmen to be pardoned

By Tim Coome in Managua

PRESIDENT Daniel Ortega of Nicaragua is to pardon 1,700 prisoners jailed for crimes committed under the previous government of President Anastasio Somoza.

The prisoners are all former members of the National Guard who were captured in July 1979 at the fall of the Somoza regime and imprisoned for human rights abuses. Many others escaped and some later formed the nucleus of the US-backed Contra army fighting the Sandinista government.

Announcing the pardon at a rally of government supporters

in Managua on Tuesday, President Ortega said "it will be a bitter pill to swallow for some" but added that the move was necessary in the interests of securing "a real and lasting peace".

The pardon, which requires approval by the Sandinista-controlled National Assembly, follows last week's Central American presidential summit at which President Ortega promised far-reaching reforms to bring about a political reconciliation in Nicaragua. He said on Tuesday that 2,000 Contras also being held "will be

gradually released as and when the Contra forces are demobilised".

The five Central American presidents agreed to set up a mechanism to disarm and repatriate the estimated 10,000 Contras in neighbouring Honduras. They have remained in their base camps there since military aid was cut off by Congress last year.

The National Assembly is expected to approve the pardon on February 28 and the release of the ex-Guardia can be expected shortly afterwards.

Manley prepares to spread Seaga's success

Jamaicans voted to be given a bigger part of the better times, writes Canute James

WHEN Mr Michael Manley was decisively dismissed as Prime Minister by the Jamaican electorate eight years ago, he left an economy strained by years of tension between his Government and the private sector, by open hostility towards the US, and with empty national coffers lacking foreign exchange to finance essential imports.

Now however, Mr Manley, sworn in for another term following the island's general election this month, is surveying an economic landscape much less rugged than the one he left. Mr Manley's social-democrat People's National Party won a landslide victory over the conservative Jamaica Labour Party, led by Mr Edward Seaga. But the vote was less a rejection of Mr Seaga's achievements - the economy has grown for the past three years after a decade of stagnation - than a statement by poor Jamaicans that they were not seeing the benefits of better times.

This could, in part, explain Mr Manley's emphasis on continuity. Few dramatic changes in economic policy are expected. Mr Manley argues that his agenda for the next five years

is more considered than a simple combination of the best of his previous administration in the 1970s and of Mr Seaga's in the 1980s.

The Prime Minister is soon to fly to Washington to meet President George Bush and senior officials of the State and Commerce departments. This is intended to ensure no change in the close relations which Mr Seaga cultivated between Jamaica and the US, the island's chief trading partner and the source of several million dollars of aid and of two out of three tourists.

However, Mr Manley intends, "in due course", to re-establish diplomatic relations with Cuba, Jamaica's closest neighbour, cut by Mr Seaga in 1981. "Our new ties with Cuba will not create a problem for our relations with the US," Mr Manley argues.

Local business leaders and Washington are clearly convinced that Mr Manley, this time around, will not indulge in what they regarded as the excesses of his previous administration when the rhetoric from the hard left faction of the party, strident and anti-American, was accepted as government policy. In the eight years since, the moderate fac-

JAMAICA, still recovering from the devastation of Hurricane Gilbert last September, has made an emergency draw-down from the International Monetary Fund, the IMF has announced, writes Stephen Fidler.

The drawing of SDR36.4m (\$48m) is seen as the first indication that the new government intends to co-operate with the IMF. While there are no economic conditions for drawing such emergency funds, Jamaica is required to express willingness to collaborate with the IMF.

tion has been in the ascendancy in the PNP, the left has been exorcised, and Mr Manley says the error of the past will not be repeated.

"Of course I have changed," he agrees. "It is an evolutionary process. We are all not the same person we were 20 years ago. And whenever I stop learning and evolving, I will be dead."

The first challenges for the Prime Minister will be on the domestic front. The economy, based on bauxite mining and refining, tourism, agriculture and light manufacturing, was

lathargic until 1986 when it expanded by 2.5 per cent, followed by 5 per cent in 1987. It was growing by the same rate again last year when Hurricane Gilbert struck in September. Despite this, says Mr Headley Brown, governor of the central bank, growth of 3 per cent is forecast for the fiscal year ending in March.

The economy, however, has been and remains fragile - a condition which is being exposed as the effects of the hurricane are still being felt. To repair the damage to infrastructure and ensure adequate supplies of food, the island's import bill for the fiscal year will be \$668m - 51 per cent more than budgeted. This will push the cost of imports to \$1.9bn and, with a fall in exports, will leave a merchandise trade deficit of \$1.1bn, and a current account deficit of \$258m, which is \$150m more than projected.

With Gilbert's ghost at his shoulder, Mr Manley has warned of hard times ahead. "There are clear signs that following Hurricane Gilbert and the fiscal extravagance of the election, there may be trouble on our economic horizon," he said. "If this proves correct... if corrective, strong

and even tough action needs to be taken, we will take it now and ensure that it is adequate."

The deterioration in the balance of payments account will put pressure on the Jamaican dollar, and Mr Manley could be forced into devaluation - a measure which has always been politically unpopular in Jamaica. The currency was devalued by 69 per cent between 1983 and 1986 during Mr Seaga's administration.

These problems apart, Mr Manley's task in managing the economy will be made easier by continued expansion of the major sectors. Tourism slipped marginally last year after the hurricane forced several hotels to close temporarily, but yielded gross earnings of about US\$550m, about the same as the previous year. Strong demand and better prices for aluminium has lifted mining and refining of bauxite, of which Jamaica is the world's third-largest producer. Manufactured exports, led by garments which are shipped to the US, are growing rapidly. These will make up for reductions in agricultural exports - mainly sugar and bananas - from a combination of reduced quotas, low prices, inefficient production and natural causes.

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UK NEWS

Cost of meeting EC water rules by 1995 '£3bn'

By Our Political Editor

CONSUMERS would have to meet a bill of nearly £3bn if the privatised water industry was to comply by 1995 with European Community standards, the Government warned yesterday.

Mr Nicholas Ridley, Environment Secretary, said in the House of Commons that the £2bn forecast mentioned by one opposition Labour MP was an underestimate. He added that the cost of the investment "would have to be borne by consumers" as it had nothing to do with the Government's planned sale of the industry.

The Department of Environment said later that it estimated that meeting the EC drinking water rules would cost £1.2bn, raising standards at beaches would cost another £600m and improving sewage treatment would involve spending of £1bn.

This will be in addition to the investment - estimated by some independent studies at £1.5bn - required if the privatised companies switch to water metering for domestic customers.

Mr Ridley said earlier this week that the companies would be allowed to pass on to consumers the cost of metering.

His comments yesterday

came as other senior ministers confirmed that there was growing concern in the Government about its failure to get its case for privatisation of the industry across to the public.

Opinion polls have shown consistently that the water sale is unpopular and in recent weeks it has been dogged by controversy over the implications for prices and for compliance with EC standards.

An EC report earlier this week showed that about a third of Britain's beaches had failed to meet new EC environmental standards although it did show an improvement since 1985.

Mr Michael Howard, the minister responsible for the water sale, responded that the privatisation bill included responsibilities for the new companies "in advance of anything anywhere else in the world."

He added that the improvements could be paid for "in a sensible way over a sensible period."

The Government has declined to forecast likely price rises for water over the next decade, beyond saying that the cost of compliance with the EC would add between 7.5 per cent and 12.5 per cent to prices in real terms.

Bank insists on need for centralised Stock Exchange

By Nick Bunker

THE BANK of England intervened in the intensifying debate about the future role of the London Stock Exchange yesterday by hinting that it would oppose moves to undermine the exchange as a single centralised market for company securities.

The thrust of its comments were that it wants to see rapid implementation of all-electronic share registration, along the lines of the exchange's proposed Taurus system, as a way of bringing down what it calls the City of London's excessive back-office costs.

Mr Pen Kent, the Bank's associate director responsible

for finance and industry, said it could be "efficient and justifiable" for such a system to be supplied by a single monopoly provider.

In a speech to the annual conference of the National Association of Pension Funds, Mr Kent said London financial markets would suffer if there were "a series of Pyrrhic victories for special interests which make London too complicated, confusing and expensive a place to do business."

His remarks come at a sensitive time for the London market.

Proposed schemes for moving to an all-electronic share

registration system dispensing with share certificates are being debated by a high-powered committee representing the securities industry, institutional investors, share registrars, banks and quoted companies.

The committee was convened after profound disagreements emerged between the various parties about whether or not the exchange should proceed with developing Taurus as a single, centralised system.

Another option would be to give registrars a continuing role in running a decentralised

system of electronic share registers.

Mr Kent said London's arrangements for settlement of equity trading transactions "no longer match up to requirements and risk putting us at a competitive disadvantage internationally."

There was no agreement, however, about a new system, he said, because of conflicts between various interest groups which had a stake in the issue.

"It may be possible to get a satisfactory outcome only if those with a self-interest stand back sufficiently to focus on the larger goal," Mr Kent said.

On the crucial issue of how a new system should be owned and administered, Mr Kent said that "an obvious candidate" was the exchange.

"That does not necessarily mean that it should own, direct and administer the system although I suggest the reasons for a change would have to be very compelling."

Mr Kent said he did not have a definite answer to the question of whether there should be competing settlement systems, but significantly he said that "there can be circumstances where a monopoly is efficient and justifiable."

Technophone to expand with Hong Kong plant

By Terry Dodsworth, Industrial Editor

TECHNOPHONE, the UK's only indigenous mobile telephone maker, plans a large expansion later this year with the start of production at a new Hong Kong plant.

The factory, a joint venture with a local company called Video-Technology, will allow Technophone to diversify into the mass market for fixed car telephones. The company now makes only portable phones.

Mr Nils Martensson, managing director, says that the decision to invest in the factory is aimed at helping the group expand in the US where portables account for only 10 per

cent of total sales.

Mr Martensson says that he eventually wants Technophone to join the top five world manufacturers. Market leaders include Nokia, the Finnish electronics group, Motorola of the US, NEC and Toshiba of Japan, and Novatel, the Canadian group.

Technophone, based at in Surrey, was launched three-and-a-half years ago with £3.5m of equity. Today it employs about 400 workers, and generated turnover last year of £400m. The group has a manufacturing investment in Australia.

CBI backs process to clarify bids

By Hazel Duffy

THE governing council of the Confederation of British Industry (CBI) - the employers' organisation - yesterday endorsed recommendations from its Companies Committee to make the takeover process more transparent.

The council, however, was not prepared to back fully the proposal put by Mr John Banham, CBI director-general, that all hostile takeover bids by companies which themselves are bid-proof should be referred automatically to the Monopolies and Mergers Commission, the Government's monopoly watchdog.

This proposal, and others, will be examined in more detail by the influential President's committee, which represents a cross-section of CBI members.

The results will be put to the meeting of the next council in a month's time.

Mr Banham's moves were made after the President's committee had given him a clear indication there was pressure among members for such measures.

The inconclusive outcome of yesterday's meeting reflected the division of opinion among members on whether the CBI should lobby for tougher measures to reduce the vulnerability of British companies to hostile takeover bids from companies outside the European Community.

All-party support on sell-offs in Belfast

By Charles Hodgson

THE Government's plan to privatise Belfast-based Harland and Wolff shipyard and Short Brothers aerospace company, two of Northern Ireland's largest employers, will today receive the unanimous backing of an all-party Commons committee.

MPs on the House of Commons Select Committee on Trade and Industry will, however, call on the Government to meet a number of conditions prior to the sell-off and maintain some responsibility for the future viability of the companies.

In its report published today on the proposed privatisations, the committee will stress the need for the Government to ensure both companies remain key players in the Northern Ireland economy.

The committee will suggest the Government retains an "ongoing responsibility" for the companies, possibly through a "golden share" or similar arrangement.

The report's unanimous conclusion will be an unexpected boost for the Government in its frequently-criticised moves to privatise the two companies.

While members of the Labour Party are opposed in principle to the privatisations, they recognise that the process has progressed too far to be reversed. They have therefore led demands that the Government should remain involved in the companies' future after

privatisation.

On Harland and Wolff, the committee is expected to urge the Government to reach a speedy solution and to lift its current moratorium on the shipyard's tendering for new orders. Committee members feel that present uncertainty over the yard's future is badly affecting employee morale and leading to layoffs that may affect its future viability.

The committee is also expected to suggest interim Government support for the privatised company so it is not put at a disadvantage in competing for future orders against subsidised rivals. But it is believed to have accepted the Government's argument that the taxpayer should not be expected to bear any future losses incurred by the yard.

The report will stress the importance of Shorts being kept as a single entity, based in Northern Ireland, rejecting separate sell-offs of its various divisions. It will also back the principle of collaboration with other aerospace companies in civil aircraft design.

It will urge the Government to consider launching aid for Shorts' new F1X commuter jet. The company is presently seeking partners for the £500m project, which is still in the design stage. The committee will also back a major recapitalisation programme to finance modernisation, which some reports have put at up to £200m.

SDP surge cuts Tory lead on eve of vote

By Philip Stephens, Political Editor

A STRONG surge in support for the SDP has led to a further significant narrowing in the Conservative Party lead in the Richmond by-election, according to an opinion poll published on the eve of today's vote.

The poll, compiled for Yorkshire Television by Gallup, suggests that Mr William Hague, the Conservative candidate, may see his majority cut to less than 5,000 votes from the massive 19,500 achieved by Sir Leon Brittan at the 1987 general election.

It also indicates that had the two centre parties - the Social and Liberal Democrats led by

Mr Paddy Ashdown and Dr David Owen's SDP - fought the seat jointly they would have comfortably unseated Mr Hague.

Dr Owen said that the result would confirm his party as an established force in national politics and intensify the pressure on Mr Ashdown to agree to electoral pacts between the two parties.

The SLD leader, however, accused Dr Owen of becoming "overexcited" and gave no indication of any shift from his position of refusing any such deals. He added that the SLD's own canvass returns showed it in second place.

The poll, taken at the week-

end, suggests that Mr Mike Potter, the SDP candidate, has overtaken Mrs Barbara Peace of the SLD as the main challenger to Mr Hague, but that the split in the opposition will ensure a narrow Conservative win.

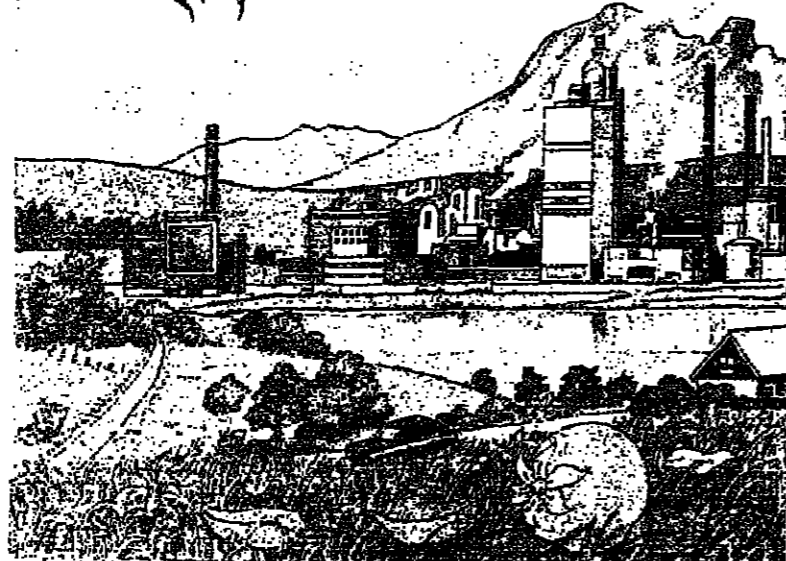
It puts Mr Hague's share of the vote at 41 per cent (down from Sir Leon's 51 per cent in 1987), the SDP at 25 per cent and the SLD at 21 per cent. Labour trails at 11 per cent.

Gallup's research also appears to confirm the conclusions of another poll in the constituency earlier this week that the Government's plans to overhaul the National Health

have created considerable unease among voters. The other main issue raised as a matter of concern was the economy, particularly rising inflation and higher mortgage costs.

Meanwhile, Dr Kim Howells, the Labour candidate, remains firm favourite to secure a comfortable victory in today's Pontypriod by-election in Wales.

Opinion polls this week have suggested that he may increase Labour's share of the vote, although a lower turnout might cut the 17,200 majority recorded by Labour at the last general election.



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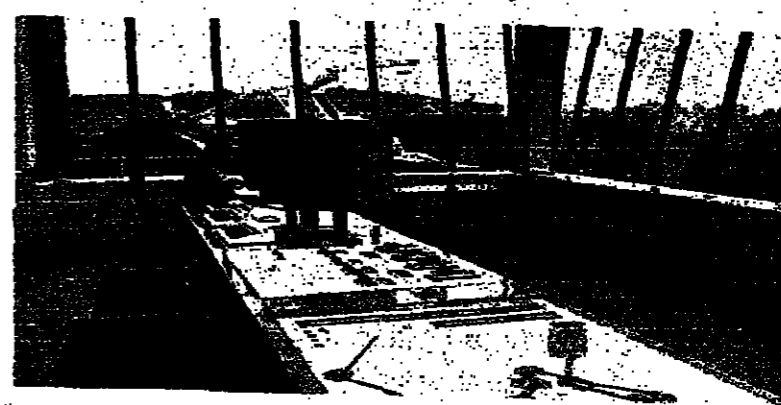


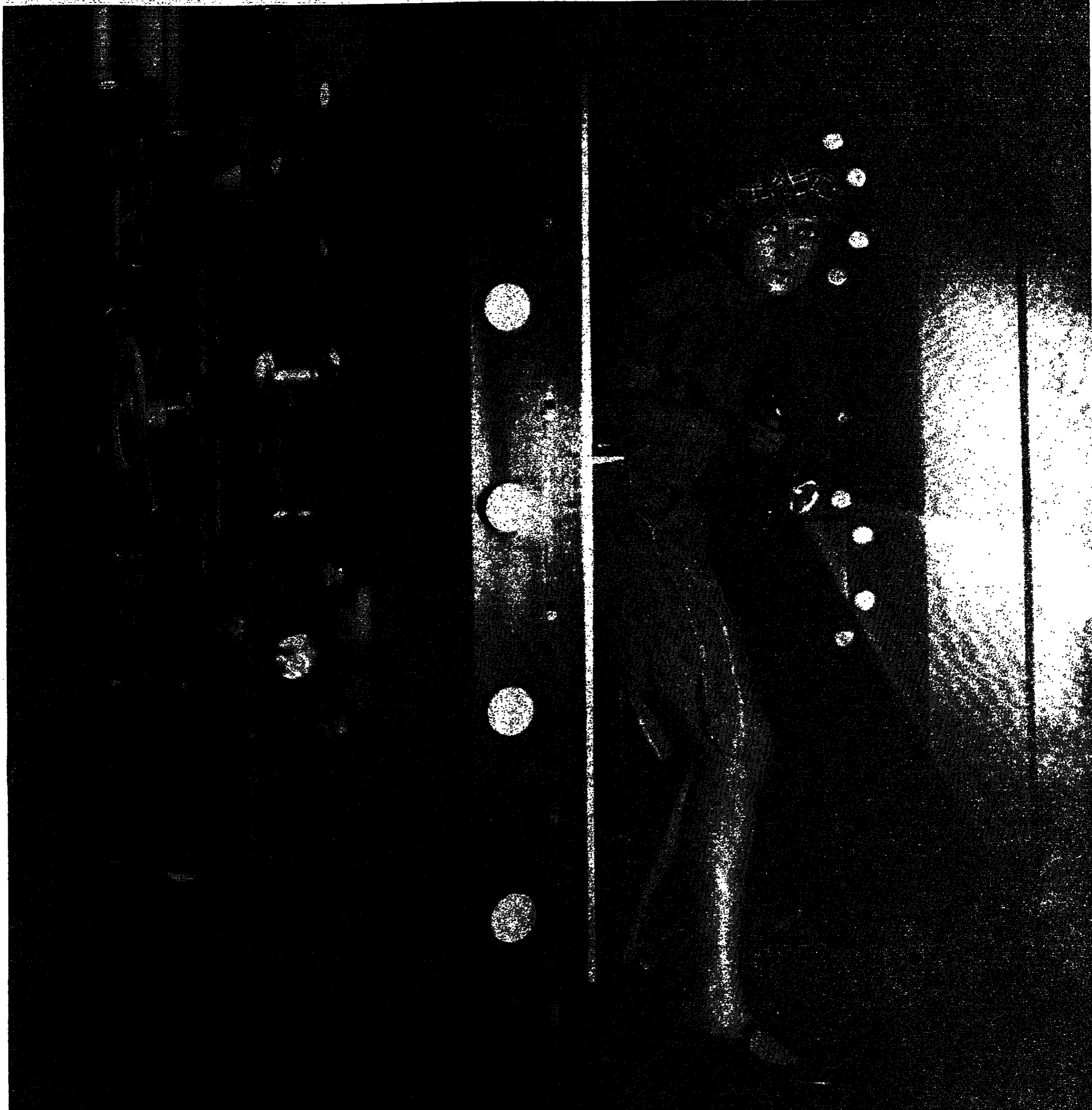
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Dublin air route gets new carrier
 By Michael Downes
 Financial Times Correspondent

ILG expansion

M25 overloading

Correction
 Michael Page



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UK NEWS

BSB secures £250m deal with electronics company Philips agrees to produce 1m satellite TV decoders

By Raymond Snoddy

PHILIPS, Europe's largest consumer electronics company, yesterday committed itself to making 1m television decoders for British Satellite Broadcasting (BSB) - a commitment worth up to £250m at retail prices.

The main reason for the Philips backing for BSB, the consortium planning to launch three satellite television channels in the UK in September, is that both organisations are committed to the new MAC television standard, which combines digital stereo sound and television pictures with 50 per cent more detail.

Mr Peter Groenboom, managing director of consumer electronics at Philips International, said Philips and BSB were pursuing parallel goals of using MAC to move to wider screen television sets and then to full high-definition television by the early 1990s.

Beechams switches from CFCs

By Christopher Parkes, Consumer Industries Editor

BEECHAM, the drugs, toiletries and food group, has stopped UK production of aerosols containing chlorofluorocarbons (CFCs), the propellant gases believed to be partly responsible for destroying the atmosphere's ozone layer.

It has spent £1m, mainly at its factory in Maidenhead, Berkshire, to convert its aerosol filling lines to use butane gas, the most common alternative to CFCs.

Elida Gibbs, the Unilever subsidiary, started converting its entire range last year, shortly after the dangers to the ozone layer and the environment became a public issue.

Multiple retailers, led by the supermarket chains, have also asked manufacturers of their own-label products to stop using CFCs, and it is believed about half the aerosols now made in the UK can be considered environment-friendly.

Mr David King, chairman of Beecham Products in the UK, said: "We have been reducing the use of CFC propellants since 1980. We have now completely removed them from our products well ahead of the target date set by the 1987 international conference in Montreal, which called for a 50 per cent CFC reduction by 1989."

Beecham, which claims a 12 per cent share of the UK market for aerosol toiletries, also about 80m containers a year in Britain, of which 10 per cent are exported.

Products include hair sprays, anti-perspirants and shaving foam. The US banned CFC propellants about 10 years ago, and manufacturers' output suffered because suitable alternatives were not generally available.

Manufacturers are also studying the possibility of reintroducing alternatives, such as compressed carbon dioxide, nitrogen and air, which were commonly used in early aerosols. They are cheaper of all, but canisters filled with these gases tend to lose pressure as the aerosol empties.

Simple pump sprays, where spray pressure is generated by finger action, are also being considered. About 40 per cent of hairspray sold in the US is sold in these packs. While the proportion in Europe is only about 10 per cent, it is climbing as CFCs are phased out.

Britain's first international conference on ozone layer depletion takes place in London between March 5 and 7.

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Scots accountancy body seeks English merger

By James Buxton, Scottish Correspondent

THE Institute of Chartered Accountants of Scotland yesterday launched a campaign to persuade its members to accept the controversial proposal for a merger with the Institute of Chartered Accountants in England and Wales.

The Scottish Institute argues that a merger is the best way of safeguarding the influence and standing of Scottish accountants.

But the merger, which must win a two-thirds majority at a vote on June 6, faces considerable opposition among many Scottish accountants.

A survey commissioned by opponents to the merger of a sample of members of the Scottish Institute showed that 43 per cent had decided to vote against merger, compared with 24 per cent intending to vote yes. Members of both institutes are being sent details of the proposed new body, the Institute of Chartered Accountants of Great Britain.

Yesterday Mr Frank Kidd, president of the Scottish Institute, said that the merger had become necessary since the 1986 Financial Services Act, under which firms of accountants had to be authorised by one or other of the two institutes. This has led to the anomalous situation where large firms operating in Scotland are authorised by the institute for England and Wales.

Some 7,000 firms have registered with the English institute while 500 have registered with the Scottish body.

Mr Kidd said that the Scottish Institute would lose influence and prestige if it remained an independent body. It would then attract fewer students which would reduce its revenue. A vicious circle of increased costs and reduced services would set in.

Scotland would have 15 of the 65 seats in the council of the proposed new body. Edinburgh would be the headquarters for several of its key functions, including control of education and training. There would be a merged education system for the two bodies. A new Scottish college would be established which would provide services to British institute members in Scotland.

But many Scottish accountants fear that the distinctiveness of Scottish accountancy will be eroded. The Scottish Institute has 12,000 members, of whom half are in Scotland and the rest in other parts of the UK or overseas.

The Institute of Chartered Accountants in England and Wales has 87,000 members. A group of nine dissident Scottish accountants argue that the merger is unnecessary, saying that the questions of regulation and authorisation could be solved by closer co-operation between the two bodies north and south of the border.

A diversity of views among accountants' organisations is better than a monolithic approach.

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UK growth 'likely to exceed rest of Europe'

By Peter Norman, Economics Correspondent

BRITISH economic growth is likely to exceed that in the rest of Europe for most of the next 10 years while UK living standards could overtake those of West Germany by the end of the century, according to the chief economic adviser of the Confederation of British Industry (CBI), the employers' organisation.

Presenting the first CBI president's annual lecture, Mr Douglas McWilliams said Britain's comparative strength in the services sector should become an increasing advantage while the UK's aggressive financial system and deregulated economy should give it a lead over other countries.

Mr McWilliams, who is also visiting professor at Kingston Business School in London, said the stock market had failed to appreciate the turnaround in the British management performance and prices of UK company shares were "far too low" by international standards.

He said: "Harder, sharper, more robust, more determined and more confident" management has been the key factor behind the "outperformance" of the British economy.

Official figures have considerably underestimated British growth in recent years because of statistical under-recordings associated with the information technology industry and computer-aided manufacturing technology, Mr McWilliams added.

UK growth has been about 1.25 per cent a year more than recorded during the 1980s and presently is about 1 per cent a year more than in the official figures. As a result Britain has grown more than a fifth faster than the average of the other major industrial economies in the past decade.

He said macroeconomic policy probably did little to support growth in the 1980s. Supply side improvements such as tax cuts, deregulation, privatisation and industrial relations reform have been important in making rapid growth possible.

The "extra ingredient" behind Britain's strong growth has been a UK management renaissance in which managers have responded more positively to economic circumstances than might have been expected in the light of historic trends.

British companies have benefited from improved financial management since the early 1980s when losses among UK manufacturers acted "as an electric shock," Mr McWilliams said.

The abolition of exchange controls in 1979 meant a level of profitability below that in other countries was no longer acceptable while the increased sophistication of UK financial markets forced British management to take difficult decisions.

The need to improve financial performance gave a spur to spending on information technology. "There is a clear connection between the UK management renaissance and the spur in growth in the UK information technology industry in the early to mid-1980s," Mr McWilliams said.

Looking ahead, Mr McWilliams said the further spread of information technology should benefit the UK, which already has the largest information technology market place as a proportion of gross national product in Western Europe and should be able to exploit the shift in this market from being based on the production of electronic hardware to being based on software and services.

Britain's exports of information services are already over a quarter the size of UK manufactured exports. "One forecast that I have seen suggests the UK's export of information services will, by the end of the century, exceed those of manufactures," Mr McWilliams said.

Apple Corp's 257-point rise in the FT-SE 100 share index. The increased optimism reflected a "corporate sigh of relief" as managers reasoned that higher interest rates were starting to take effect and that with luck further interest rate increases would be unnecessary.

The poll found the jump in confidence was evenly spread throughout Britain. Personnel managers appeared more optimistic than others while bigger companies were more bullish than smaller companies.

In companies with annual sales of more than £1bn, 57 per cent of managers throughout the economy would improve against only 37 per cent in companies turning over less than £250m.

The poll is published in the March issue of Business magazine.

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Asians curry favour in Bradford

Richard Donkin on the economy driving Islam in West Yorkshire

THE Formica tables at the Kashmir restaurant in Morley Street, Bradford, are new but the curries have not changed much. They are still served without cutlery or napkins and clients are expected to use their chappatis as scoops.

The Kashmir is one of about 75 Asian restaurants in Bradford, West Yorkshire, which were established to cater for Asian men who emigrated to work in the cotton mills after the second world war. Later they were discovered by university students and today they have become the fashionable haunts of Bradford's pinpriced businessmen whose presence tends to undermine the notion that the city is beset with racial tension.

The burning of Mr Salman Rushdie's novel, *The Satanic Verses*, by orthodox Muslims in Bradford last month, and unrest among the city's more radical elements has failed to dent a flowering Asian economy which is becoming increasingly multicultural in its trading patterns.

Asian food has proved one of the unifying factors of a cosmopolitan community where cultural integration has been limited to that which is possible outside the confines of religion. The curry houses are proving increasingly popular with businessmen who take along their clients. The food is so good that some customers will order a dozen or more curries to take back for their deep freeze.

Mr Bary Malik, recognising this demand for bulk take-aways decided to go into the frozen curry business. Before setting up Himalayan Frozen Foods two years ago he had been selling Asian savouries to shops in Bradford. Now, with the help of a £1,500 grant from Bradford City Council and a £5,000 bank loan he has been able to invest in a large blast freezer that can freeze 500 curries at once. He employs six staff and has plans to sell to the supermarket chains.

Mr Malik, a member of the Ahmed sect - persecuted in Pakistan for his belief that the Moslem Messiah came to earth in the last century - is also a Justice of the Peace, presiding over minor criminal cases and committing. His sect is pacifist in nature yet this does not



The Bradford generation: a prosperous future for Asia's children

depreciate his family's revision of passages in the offensive book. "I showed the offensive passages in that book to Christian colleagues on the magistrates' bench and they shared my disgust," he said.

The Rushdie affair has united an often disparate Moslem community. Bluntists and supporters of the late President Zia have explained their domestic squabbling with a mutual hatred of Rushdie and his publishers, Viking Penguin.

The debate raging within the mosques and Asian homes contrasts with the outward calm of the working community where the developing Asian economy is recognised as an increasingly important factor in Bradford's regeneration.

The Asian community suffered badly in the recession which was already hitting the textile industry before 1979. Thousands were made redundant as the industry slumped by half by the early 1980s.

Mr Sher Azam, president of the Chamber for Mosques in Bradford, explained: "These were poor people and much of the money they earned went back to Pakistan or Bangladesh for their families."

As families gradually became reunited in Bradford a greater proportion of the earnings were retained in the community but the redundancies in the recession dealt a new economic blow to Bradford's 55,000 Asians.

Mr Azam said: "We followed Islamic principles which do not allow borrowing-involving the payment of interest. All the money invested came mainly from the shareholders. We did not borrow a penny from the bank," he said.

Moslem businesses have concentrated on retailing and food supplies where a single shop may support, in some cases, a family of 10 or more. Small manufacturing concerns, however, are springing up among the other ethnic minorities.

Mr Tony Bhogal, one of Bradford's 8,000 Sikhs, manages Autoelectro, a family business which employs 15 people reconditioning starter motors and alternators for cars. "The Moslem community is large enough to trade internally but we need to trade with everybody so we tend to concentrate on technical and manufacturing businesses. Quite a few Sikhs have businesses in the building and motor trades," he said.

Autoelectro has started exporting in a small way to the West Indies and is planning to increase its workforce to service a new local contract.

The Asian stores and shops are firmly established on the Bradford tourist trail by a city council promotion called Flavours of Asia. Mr Azam claims Asians come from Manchester and London to shop in Bradford.

He said: "Attitudes are changing. More of us now accept that our future is here in Bradford. We like to think our community is assisting the economy in its own small way. There is a lot of confidence about in the city today and we feel that too."

This increased confidence can be recognised in their willingness to challenge the state over education, as in the application for direct grant status from the Zakaria Moslem girls' high school in neighbouring Kirkstall. A Moslem boycott of state schools throughout Kirkstall was organised on Tuesday to back the campaign.

If there is racial tension in Bradford there is little evidence in the working community where Asians and whites work together in relative harmony. There is mutual respect between the communities and when violence does erupt among Moslems it is usually brief and intense.

The ugly sectarianism and "Rivers of Blood" forecast more than 20 years ago in an election speech by former MP Mr Enoch Powell has not materialised. Some moderate Asians fear it could happen, but most are too busy working 16-hour days to worry about it.

Lloyd's firm completes 'stop-loss' cover facility

By Nick Bunker

A PROSPECTIVE crisis in the supply of 'stop-loss' insurance for members of Lloyd's of London, the private insurance market, apparently receded yesterday with news that Holman Wade, the Lloyd's insurance broker, has finished six months' work creating a new stop-loss facility underwritten by other Lloyd's syndicates.

Personal stop-loss policies protect members of Lloyd's against unusually large build-ups of claims, but there were fears late last year that the supply of cover could dry up because of persistently poor results suffered by the stop-loss insurers.

Delays in arranging stop-loss coverage for 1988 have been unprecedented and there have been fears that the mass resignations of members of Lloyd's seen in 1988 could recur if members cannot buy cover

against big losses. Two typical Lloyd's underwriting agents, David Evers and Wellington Underwriting Agencies said that as of Tuesday they had not sent stop-loss premium quotations to any of the members they act for. "We're still waiting in a queue to get quotes from the brokers," Mr Evers said.

Mr Michael Wade, of Holman Wade said, however, that his firm had put together a stop-loss contract which should cover the firm's 11,000 clients, about two thirds of the estimated 17,000 Lloyd's members who buy such protection.

A key reason for the delay in completing construction of the facility was that Holman Wade had to arrange what Mr Wade called a "substantial reinsurance programme" with insurance companies outside Lloyd's.

Apple Corps seeks ban on computer trade mark

By Raymond Hughes, Law Courts Correspondent

A WORLDWIDE ban on the use by Apple Computer of the name "Apple" on equipment designed for synthesising music is being sought by Apple Corps, the Beatles' company.

In its UK High Court action launched this week, Apple Corps is also claiming damages for alleged breach of contract by the California-based computer company and its UK and German subsidiaries.

The dispute concerns a 1981 agreement between the two companies on their use of the Apple trade marks, in which the computer company agreed not to use its green apple trade mark on music synthesising apparatus.

Apple Corps alleges that Apple Computer has used its Apple marks on many products specifically designed to synthesise music, including its

principal personal computers. Mr Nicholas Valner, a partner in Frere Cholmeley, Apple Corps London solicitors, said yesterday that if the action succeeded "Apple Computer will have to drop its Apple name and marks entirely from the products, or re-tool them to take out the alleged music synthesising capabilities, or cease production of the relevant products."

One of the complaints made by Apple Corps in its writ concerns Apple Computer's "Musical Instrument Digital Interface", or MIDI, which is a way of exchanging information between electronic musical instruments and between them and computers.

Apple Corps contends that the MIDI is specifically designed and intended for synthesising music in breach of the 1981 agreement.

Advertisement for New Jersey featuring a large image of a person and text: 'Looks like New Jersey is welcoming another new company to America.' Includes contact information for Grosvenor House Hotel and New Jersey Department of Commerce, Energy & Economic Development.

FINANCIAL TIMES SURVEY



The ceasefire in the Gulf War has taken the sting out of Shia radicalism and brought a collective

sigh of relief in Kuwait. Chastened by an earlier financial debacle, the business sector now hopes for an upturn provoked by reconstruction in Iraq, reports Victor Mallet

A solid stand finally pays off

KUWAITIS sleep more soundly in their beds these days, now that they can no longer hear the nearby sound of warfare between Iraq and Iran, their two overbearing neighbours in the northern Gulf. The ceasefire in August which suspended the war after eight years of fighting is an obvious relief.

For Kuwait, a small but immensely wealthy state of some 2m inhabitants which depends entirely on foreign trade, the most immediate benefit of the ceasefire is the improved security for its imports and oil exports.

After a series of Iranian attacks on merchant shipping going to and from Kuwait in 1986 and 1987, the Kuwaiti Government asked the superpowers for help. Under the most important arrangement 11 Kuwaiti tankers were registered in the US and so earned US naval protection in the Gulf.

This year, in one of the more visible signs of the benefits of the peace, the two governments have said the process is being reversed. Six oil tankers are to revert to the Kuwaiti flag, and the other five are expected eventually to follow suit.

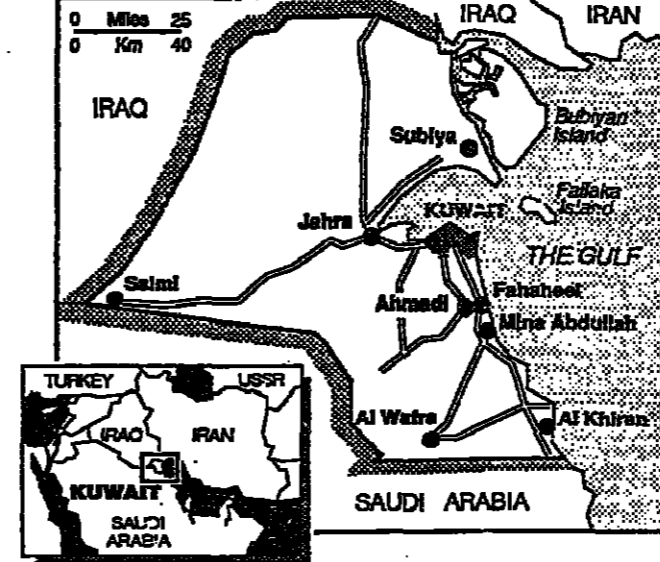
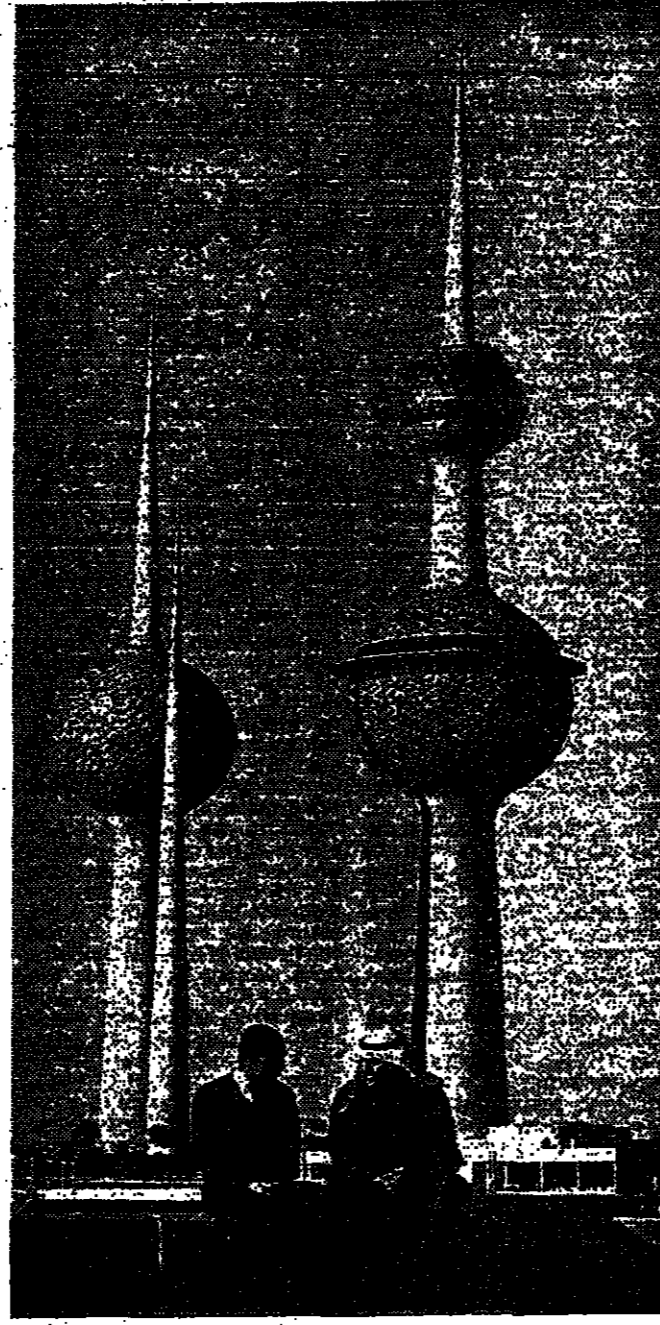
There have been other significant advantages for Kuwait.

from the uneasy peace and the chain of events which led to Iran's acceptance of UN Resolution 598. During the war, Kuwait and its allies in the Gulf Cooperation Council had supported Iraq - a fellow Arab state. They could only be pleased that it was Iran which appeared finally to sue for peace from a position of military weakness.

The threat of an exported Shia revolution from Iran was particularly feared in Kuwait, where Shias make up a substantial proportion of Kuwaiti nationals and where a handful of Shia radicals had already resorted to sabotage.

"There was a moment for me and the Government of taking matters very seriously," says Sheikh Salem al-Sabah al-Salem al-Sabah, the Interior Minister. "Now things are relaxed, there is no tight security - the reports I get have nothing worth mentioning to the Prime Minister or the Emir - maybe a suicide or another social problem."

Shias may still find it difficult to get sensitive jobs in the administration, but the tension has eased. This month Kuwait disclosed that it had freed and departed two of the 27 pro-Iranian militants jailed for their part in a wave of bombings in 1983. Both had served their five



The Kuwait Towers in the capital, Kuwait City (left) and the ruler of the state, the Emir, Sheikh Jaber al-Ahmad al-Sabah



KUWAIT

year prison sentences. Hijackers of a Kuwaiti jumbo jet in April last year demanded the release of the 17, and two Kuwaiti passengers were killed. Kuwait stood firm and says it made no concessions.

Paradoxically it is now Iraq, supported by Kuwait and Saudi Arabia during the Gulf War to the tune of more than \$35bn, which is once again regarded as a threat by many Kuwaitis. Iraq has a long-standing claim to parts of Kuwaiti territory, and Iraqi troops are said to have crossed illegally into Kuwait at least once after the suspension of hostilities with Iran.

Since its full independence from Britain in 1961 Kuwait has skillfully endured the jostlings of its much larger neighbours - including Saudi Arabia - by diplomacy rather than by force of arms. Kuwaiti leaders have seized on the ceasefire as a chance to settle the border dispute with Iraq once and for all. Sheikh Saad al-Abdullah al-Salem al-Sabah, the Crown Prince and Prime Minister, went to Baghdad this month in an effort to resolve the dispute, but he returned without an agreement.

At home the Emir, Sheikh Jaber al-Ahmad al-Sabah, has emphasised Kuwait's determination to keep and develop its underpopulated but oil-rich northern lands by making a well-publicised visit to the area to endorse the establishment of a new town at Subiya.

In the meantime, Kuwaiti officials are all too aware that

the Gulf War is suspended rather than permanently resolved. "It is a ceasefire, not an end of war," says Mr Saad Mohammed al-Osaimi, Minister of State for Foreign Affairs. "It will not be easy for them to come to an agreement in one month or even in one year."

To deter any incursions, Kuwait last year decided to modernise its armed forces and agreed to buy \$1.9bn-worth of F-16 jets and Maverick missiles from the US.

In one important respect the ceasefire failed to fulfil early Kuwaiti expectations. Entrepreneurs had hoped for a much needed surge in non-oil business based on reconstruction in Iraq and even Iran after the war. But the boom has so far failed to materialise, leaving

traders with unwanted stocks and Kuwaiti ports still working well below capacity.

Although Kuwait leapfrogged the industrial revolution and plunged straight into the age of high technology on the strength of its oil revenues, the country cannot avoid feeling some of the twinges associated with economic adjustment. The exceptionally generous welfare state, which provides free schooling, free health care, subsidised housing and cheap electricity for Kuwaiti citizens, encourages large families.

Kuwait's population is therefore growing at one of the fastest rates in the world, and oil prices are not as high as they once were, causing per capita income to decline to unfamiliarly moderate levels.

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Key Facts

Head of state: Emir of Kuwait, Sheikh Jaber al-Ahmad al-Sabah	Merchandise imports: \$4,769m
Area: 17,818 sq km	Trade balance: \$3,545m
Population: 1.7m	Current account balance: \$4,414m
GDP per capita: \$10,000 (est)	Principal trading partners:
Inflation: 0.6%	Exports (%): Japan 19.8
Currency: 100 fils = 10 dirhams = 1 Kuwaiti dinar (KD)	Italy 10.8; Netherlands 9.3
Exchange rate: \$ = KD 0.288, £ = KD 0.503 (Feb 1988)	Imports (%): Japan 20; US 11.8; West Germany 9.4; UK 8.5
Merchandise exports: \$8,315m	
Oil export revenues: \$4,557m	* All figures 1987

If the expatriates who make up 60 per cent of the population are included, per capita gross domestic product has been halved over the years to around \$10,000. Kuwaitis are not excessively flamboyant, but they are accustomed to living in comfort. Economists say that personal indebtedness is on the increase.

Unemployment is just beginning to emerge as a problem as more Kuwaitis complete their higher education. Government officials are concerned that only about half the annual output of 2,500 graduates are finding jobs. Foreign workers, especially the many skilled Palestinian administrators, are beginning to feel the pinch as the Government promotes the interests of Kuwaiti nationals.

Kuwait's economic maturity and the completion of most of its basic modern infrastructure has revived the debate about long-term planning. Broadly Kuwaitis can be divided into two camps - the developers and the merchant-financiers. The developers believe that jobs can and should be created at home by investing in local industry. The financiers insist that it is pointless to spend money on projects with low rates of return, however worthy, when there are better profits to be made on the London stock market.

At home the Kuwaiti financial system is still digesting the disastrous effects of the crash of the unofficial Souk al-Manakh stock market in 1982. Abroad, however, Kuwait seems to have been remarkably successful in investing its oil revenues.

Suffice it to say that investment income is now roughly on a par with oil exports as a source of foreign revenue, protecting Kuwait from any sharp fall in oil prices. Kuwait has about \$100bn in reserves, with perhaps two thirds of it in high-quality assets of the

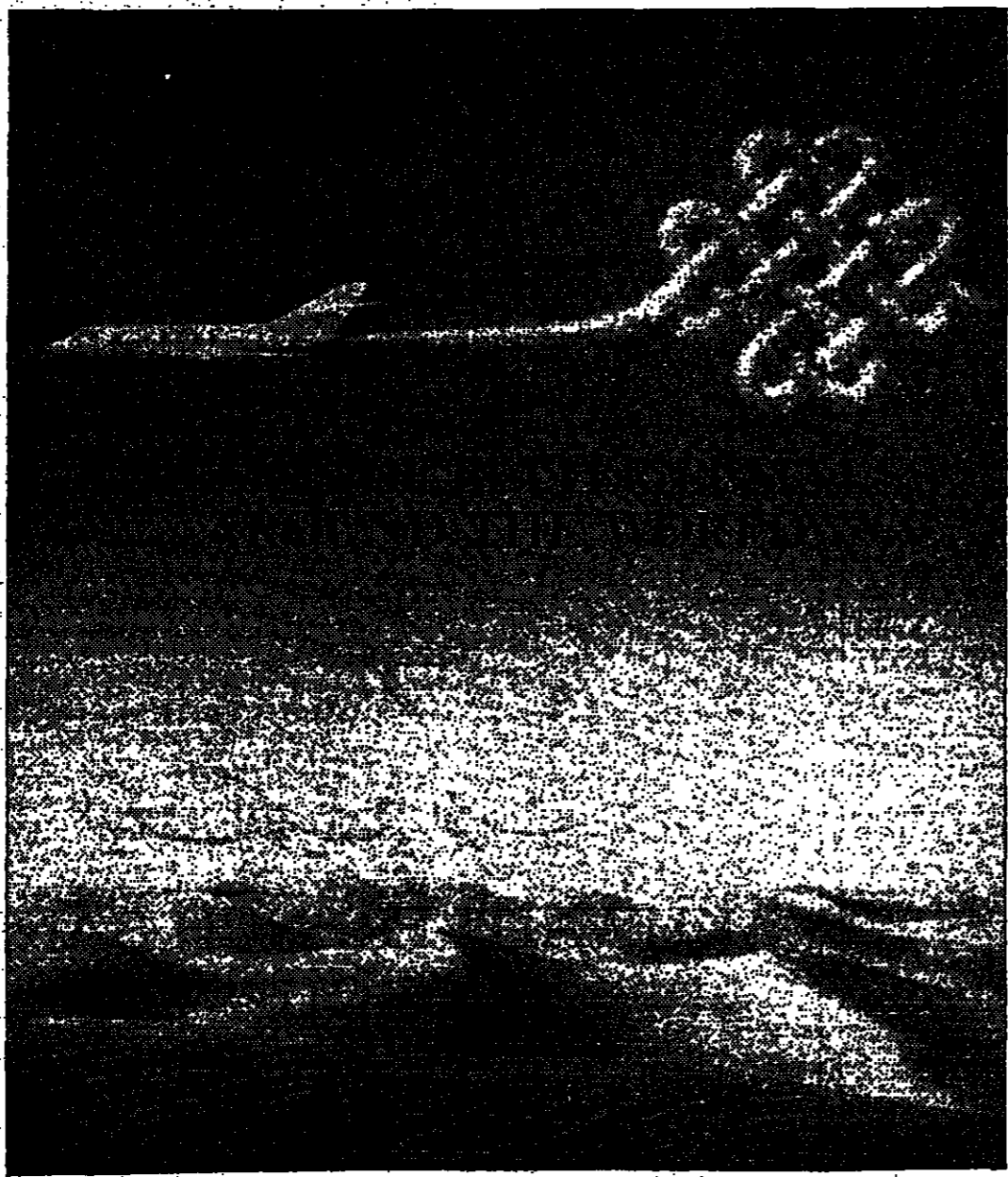
Reserve Fund for Future Generations managed by the Kuwait Investment Office in London.

Indeed the KIO is financially so powerful that it is likely to have to tread carefully to avoid a repetition of the recent row with Britain over British Petroleum. The KIO bought heavily into the flopped privatisation issue of BP shares after the world equity market collapse of 1987, raising its stake in the company to more than 30 per cent and antagonising the British Government. A satisfactory compromise allowing BP to buy back shares was eventually agreed, leaving Kuwait with a handsome profit.

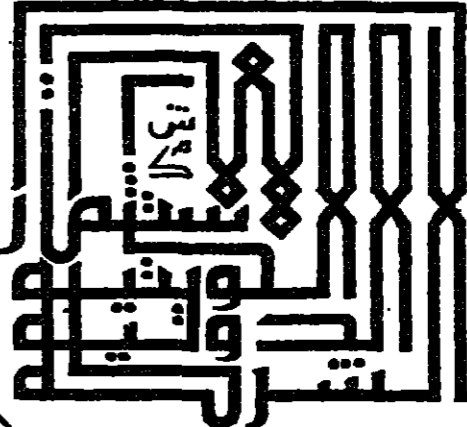
Politically, Kuwait is one of the more developed Gulf states, although its previous experiments with western-style democracy have all foundered. Recently former members of parliament have tried to set up a "committee for the defence of the constitution", and have launched the latest in a series of petitions asking for the restoration of the national assembly.

Most of Kuwait's inhabitants respect the ruling al-Sabah family, particularly the Emir, and many of them believe that the previous assembly was simply too outspoken in its criticisms of the traditional leadership. The Emir has made no promises, but it is thought that he may eventually allow the creation of a new assembly, possibly one with limited powers and a number of appointed members. Before then the strict censorship of the local media is likely to be eased.

Whatever the future of Kuwaiti domestic politics, the country's rulers are unlikely to be able to relax completely as a result of the Gulf War ceasefire. Kuwaitis will continue to deploy their oil wealth and diplomatic skills for their difficult balancing act in the turmoil of the northern Gulf.



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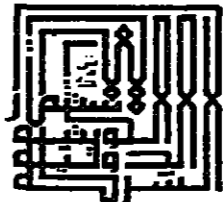


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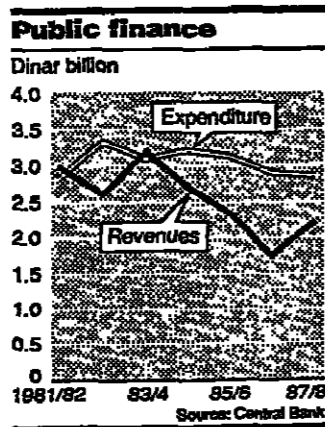
KUWAIT 2

The economy faces a period of readjustment

Crude realities

IT IS commonplace to say that most countries would love to have Kuwait's economic problems. You can still choose between Iranian and Soviet caviar at the local supermarket. At current rates of production crude oil reserves will last more than 200 years, and for government planning purposes that means for ever.

Even if oil prices fall sharply, Kuwait has sensibly insulated itself by shifting the emphasis of exports from crude oil to refined products, and by investing heavily in non-oil assets overseas. The income from these investments is now of the same order as oil revenues.



Source: Central Bank

Furthermore, Kuwait has been dealing with the aftermath of the multi-billion dollar 1982 crash of the unofficial stock market, the Souk al-Manakh, by propping up banks crippled by bad debts.

After recently improved oil prices and the Gulf War ceasefire in August last year the business sector hoped for a boom based on reconstruction in Iraq and on the use of Kuwait and its ports as an entrepot for non-oil trade, but the option has not yet materialised. Around the time of the ceasefire there was a flurry of activity on the Kuwait Stock Exchange and feverish speculation in Iraqi currency, but both were short-lived.

With some Iraqi commercial debt still outstanding from before the war, little credit is available for supplies to Iraq. There have been suggestions that the Government would help fund Iraqi reconstruction carried out by Kuwaiti enterprises, but six months after the ceasefire some merchants are said to have been left holding costly stocks of vehicles and building materials.

Many businessmen, economists and consultants are in a sombre mood, for without the opportunities abroad there seems little scope for private sector expansion at home. Part of the problem, they say, lies in the limits imposed by a small population and the even smaller number of people who display the capacity for hard work which characterises the populations of, for example, South East Asia.

Recent estimates put Kuwait's total population at some 1.9m. Of these, some 800,000 are Kuwaiti nationals

and only 144,000 actually work, and 95 per cent of them choose to work in the public sector under a law passed in the early 1960s which entitles every Kuwaiti citizen to a job in the government.

Nine out of 10 of those working in the private sector are foreigners, other Arab nationals and Asians for the most part, who do not own companies and therefore cannot dictate policies. Kuwaiti nationals in the private sector number only some 8,000.

"You cannot create self-sustaining growth in such a tiny state," notes economist Mr Jassem al-Sadoun. "You can do it short-term with surplus oil revenues but not long-term."

Long-term opportunities, some observers think, can only come with the creation of a wider market within which Kuwait's private sector can become self-sustaining. Thoughts turn to the six-state Gulf Co-operation Council, consisting of Kuwait, Bahrain, Oman, Qatar, Saudi Arabia and the UAE. But so far the GCC, for all the talk, is essentially a mutual security club for its members rather than a free trade area.

Other observers, however, resent the notion that Kuwait cannot of itself become a self-sustaining commercial and financial entity, insisting the Government has only to provide the incentives and improve the quality of planning and administration.

One does not have to go far to find indications of the private sector's difficulties. Office rents in central Kuwait are already low compared with the rentals expected when buildings were commissioned. In one seven-storey building the

rent expected was KD 12 per square metre. Space went for KD 8 when the building was finished in 1983; the going rate is now KD 4.5, and demand is still slack.

Average hotel occupancy rates in Kuwait's six five-star hotels, a reliable barometer of business activity, were only 42 per cent last year; the break-even point is put at 55 per cent.

The outlook is not entirely bleak for contractors. Construction activity continues despite empty office space in the centre of the capital. And with the population rising fast, the Government is planning to build a new town for 100,000 at Subiya in the north. A project is being mooted to build a \$1bn causeway across the Bay of Kuwait to link the town to Kuwait City, and contracts are to be awarded this year for the 2,400MW Subiya power station.

Taken as a whole, the Kuwaiti economy has continued to recover from the recession of the mid-1980s, largely because of higher oil prices. The National Bank of Kuwait estimates that overall gross domestic product growth in 1988 could be about 3.5 per cent, compared with 5.3 per cent in 1987 and a decline of 15.6 per cent in 1986.

Higher oil revenue also helped to halve the projected 1987-88 budget deficit to an actual figure of KD 778m, but the persistent annual shortfall remains a nagging concern for the Government. The official forecast for the 1988-89 deficit is KD 1.3bn. For its citizens, Kuwait is one of the world's most generous and tax-free welfare societies, but even here can be heard the first mutterings of the word "austerity".

It may be a drop in the ocean as far as total Government revenue is concerned - 85 per cent of revenue comes from hydrocarbons - but from April the authorities plan to charge a KD 2 airport tax. Still anxious not to talk about new taxes, like US President George Bush, the Government is certainly thinking about "user fees" for public services.

"We have to face reality," says Sheikh Salem Abdul-Aziz al-Sabah, governor of the Central Bank of Kuwait. "We don't have to reach a balanced budget in a very short time, but we do have to start improving the deficit, by playing both

sides - expenditure and revenue. We want to reduce the burden on the General Reserve which comes from the budget deficit. The General Reserve is financing the deficit," he says.

In some ways the problem is more severe than it appears, partly because of the effect of "off budget" items of expenditure, including the KD 1.5bn set aside for arms purchases, and partly because of the liquid state of much of the General Reserve. Theoretically distinct from the much bigger Reserve Fund for Future Generations (RFFG), the General Reserve of perhaps \$30bn includes lending to Iraq and other loans which are unlikely to be repaid.

In other ways the budgetary situation is much better than it seems: the annual outlay of 10 per cent of revenues for the RFFG is included in the budget spending figures, but investment income is not included in the receipts.

To ease the pressure on reserves Kuwait has started to borrow on the local dinar market through treasury bills and bonds, up to a limit of KD 1.4bn, a ceiling expected to be doubled shortly. The issue of these debt instruments, in which Kuwait has led the way among the Gulf states, gives the central bank the flexibility it needs to fine-tune fiscal and monetary policy.

In the meantime Kuwait has again temporarily stopped foreign borrowers from marketing new KD bonds, and the last such transactions took place in 1987, when Finland and the World Bank both tapped the Kuwaiti market. "If we maintain the deficits, I rather prefer that the KDs be directed to finance the government deficit," says Sheikh Salem.

The central bank had to act swiftly at the end of last year to stem a flight of Kuwaiti capital into foreign currency deposits which were offering much more favourable rates of interest than those at home. The discount rate was raised to 7.5 per cent from 5 per cent, and the measure appears to be having the desired effect.

As Kuwait approaches the 1990s, it is not the thriving regional financial centre that it would like to be. But it does seem finally to be overcoming the chastening effects of the Souk al-Manakh crash. A firm oil market and a consolidation of the Gulf War ceasefire would quickly turn the present caution of the business community into outright optimism.

Victor Mallet and Robin Allen

Robin Allen on a troubled banking sector

Costly operation that has left deep scars

bank and those required by the central bank are covered out of future years' earnings.

According to the central bank governor, Sheikh Salem Abdul-Aziz al-Sabah, who is widely credited with having authored the programme, there were 2,408 debtors at the beginning of this year claiming to have repayment difficulties, but only 1,236, with debts of KD 2.06 billion, whose difficulties were considered genuine. By the beginning of this month, 1,422 had made rescheduling arrangements satisfactory to the central bank, and only 13 were said to be "not co-operating." These were being taken to court.



Sheikh Salem Abdul-Aziz al-Sabah

Within the rarefied atmosphere of the central bank, the country's commercial banking system can continue its slow recovery, with banks' financial statements carrying all the conviction of medical bulletins from doctors hoping for the best for their patients. Apart from NBK, which has never been in "hospital", one other bank is reportedly about to be discharged.

But the debt figure of more than KD 2bn still represents nearly half of the commercial bank loans to the private sector.

Of the other half, a large proportion is on the books of NBK, which is widely reckoned to have an unusually clean balance sheet. The other five commercial banks are Alahli Bank, Bank of Kuwait and the Middle East, Burgan, Commercial Bank of Kuwait, and Gulf Bank.

Sheikh Salem points out with some justice that it is not the scale of indebtedness that matters so much as the fact that it is fully covered. "Whenever a loan is classified for more than one year, there has to be 100 per cent provision," he said last month.

According to NBK's year-end bulletin of all the country's banks, aggregate activity showed steady growth in 1988 with total assets increasing 6.4 per cent by the end of June.

However, a good part of the increase in assets came from banks' holdings of public debt instruments and an increase in their foreign assets. According

to the central bank the latter had increased to KD 2,550bn by September from KD 2,400bn in January 1988, while the former had already grown to KD 2,850bn from KD 2,500bn the previous January.

By June the Government had borrowed KD 1,394bn to cover the budget deficit. Some KD 770m was in the form of 91-day Treasury bills, and the balance in 1.7 year Treasury bonds. The 1988-89 deficit, according to Sheikh Salem, will be met in similar fashion.

The issuing of T-bills, and bonds was widely welcomed by the commercial banks. It injected a measure of extra liquidity into the system when the Finance Ministry could be relied on to take many of the issues, and when the KD bond market looked as though it might develop into a significant alternative for western and other governments which wanted to diversify their sources of borrowing. Directly or indirectly the three Ks are overwhelmingly owned by the Government.

STOCK MARKET

Moribund index

"THE STOCK market is being destroyed," cried a headline in the leader column of the local English-language daily Arab Times in January. The article, signed by Mr Ahmed al-Jarallah, the paper's editor-in-chief, talked of an unnamed few manipulating the market where, he said, "the value of shares is good, but this does not mean there is any trading."

Not many would agree - at least not with the first part of the statement. The market has barely moved 1 per cent overall in the past year, and is almost moribund. But if the present scenario continued, in Mr al-Jarallah's opinion, "the treasury will have to pay."

Mr al-Jarallah is not alone in his criticisms. "The stock market does not reflect business activity," commented Mr Jassem al-Sadoun, a respected economist in Kuwait.

Indeed the stock market, housed in a Pantheon of black marble in Kuwait's central business district, reflects the extent of the private sector's dependence on Government support for its survival. The Government, through the Kuwait Investment Authority, owns more than 50 per cent of all the shares. Seventy per cent of all daily trading is in six bank stocks - out of a total of 42 quoted companies. Only one of these banks, National Bank of Kuwait, stands on its own feet, a symbol of what the rest of the Kuwait private sector only hopes to achieve.

"Real profitability, rather than simply the moving of assets, is non-existent in the Kuwait private sector," said one local consultant dismissively. He and others like him had warned against over-optimism as the stock market flared up briefly in the wake of the Iranian acceptance of a ceasefire in the Gulf War. And as though to underline their point, the surge had fizzled out within a week.

As a barometer of economic health, let alone as a source of new money, the stock market is at best of marginal value. But it carries on, and indeed the day may well come when the Government can get out of the market - as it would like to - without causing the edifice to collapse.

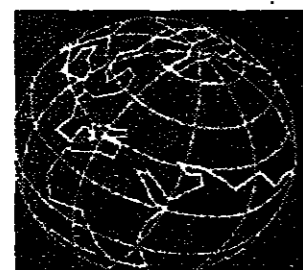
"The KIA has assured the stock exchange they will not dump shares but will sell according to a specific programme," Mr Eisham al-Oteibi, the exchange's director-general, said earlier this month.

To be listed, Kuwaiti or Gulf companies need to produce audited figures going back at

least three years and to have shown net profits of at least 3.5 per cent in each of those years. Two offshore Kuwaiti financial institutions, one of which it is suggested may be London-based United Bank of Kuwait, could be listed this year.

A new parallel market, where companies have to show net profits of only 2.3 per cent for each of the preceding three years, may also be established soon, according to Mr al-Oteibi. This parallel market would replace the previous one, abolished last December, which catered for the rump of Gulf shares from the now discredited Souk al-Manakh.

Robin Allen



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KUWAIT 3

Victor Mallet on a bullish investment policy

A victim of success

ONE BATTLE is over, for the time being at least. At the end of January shareholders in British Petroleum approved a management plan to buy back £2.4bn worth of BP shares from the Kuwait Investment Office (KIO). Thus having Kuwait's stake in Britain's biggest company and ending a period of somewhat strained relations between the two countries.

But the much larger question of how Kuwait intends to behave in the future as an international investor with enormous resources remains unanswered.

Sheikh Ali Khalifa al-Sabah, the Oil Minister and the man widely believed to be behind the KIO decision to lift its BP stake as high as 22.7 per cent, is understood to be outraged by the British order last year that the KIO should cut its holding to 9.9 per cent, but pleased that the KIO was seen to have made a profit of some £300m in the final deal.

Kuwait officials point out that the KIO was operating within the law and according to free market principles. It mopped up BP shares after the British Government decided to privatise its remaining 31.5 per cent BP stake despite the stock market crash of October 1987.

Sheikh Ali appears to support the relatively aggressive stance recently taken by the KIO in Britain and Spain, insisting that unwritten rules are no rules at all and that Kuwait should be able to act like any other investor.

"The only rules we know are the rules that are published and passed by the appropriate authorities," he says. "BP is a special situation because of the flotation, and if a chance of a repetition occurs we will do it, unless there is specifically a law to prevent us from doing it."

Sheikh Ali's critics abroad and in Kuwait, however, believe that such a direct approach may bring short-term investment gains only at the expense of Kuwait's long-term interests.

In some ways Kuwait is the victim of its own success. Instead of spending all its excess oil revenues on white elephant industrialisation projects in the desert, it put them aside as reserves, investing across the globe from Japan and Singapore to the US, Canada and Europe.

The value of these invest-

ments - varying according to the state of the world's equity and other markets - is estimated at more than \$100bn. Roughly two-thirds of it belongs to the Reserve Fund for Future Generations (the FRFG), which is not supposed to be used until 2001 or beyond, and the rest makes up the General Reserve (much of it in illiquid assets, including loans to Iraq).

The London-based KIO has its origins in the Kuwait Investment Board of the 1960s, and is thought to manage most of the FRFG.

The Kuwait Investment Authority (KIA) is based in Kuwait City and is said to manage much of the General Reserve, although its functions overlap with those of the KIO. It was set up only in the 1980s, in an apparently vain attempt to exert some central control over the KIO. Officially, the KIO is now no more than an arm of the KIA.

Kuwait's policies have paid off handsomely in a period of low oil prices, providing the country with a measure of financial stability which must be envied by other mono-commodity exporters. In 1986, and probably again last year, investment income overtook oil as a source of foreign earnings.

But the funds available to the KIO are now so large that it is becoming increasingly difficult for the organisation to act without making waves or arousing anti-Arab sentiment in the countries where it operates.

Spain has been a recent target. Acting largely through Turras Hostench, a paper company, the KIO has acquired a portfolio worth well over \$1bn over the past five years. Sheikh Ali says the KIO has received the support of Spanish Government officials, although he accepts that KIO activities in a

limited market such as Spain are bound to lead to a certain amount of stepping on Spanish toes.

Outside Kuwait there is inevitably resentment of Kuwait's financial muscle and of the KIO's tax-free status in London as a sovereign body. There is also suspicion - however much Kuwait insists that its only concern is financial gain - about the motives of the state investment bodies of an OPEC member, especially when they are buying oil-related assets such as BP. The KIO and the KIA are secretive, and the dividing line between various Kuwaiti Government reserves and sources of income is hazy. Sheikh Ali is Chairman of the Kuwait Petroleum Corporation as well as a member of the KIA board.

Not all Kuwaitis share his views on investment policy. Mr Jassem al-Kharafi, the Finance Minister, believes that the KIO should not be investing in oil - which Kuwait has in abundance - but diversifying the country's holdings into other assets.

Amid growing anxiety about the KIO's unfettered stock market forays, a three-man committee was put to work last year to define the rules of engagement for the KIO and the KIA, although Sheikh Ali says the KIO "still has a lot of independence".

Above all the fear is that the high profile recently taken by the KIO will restrict its freedom of action in the future. Mr Jassem al-Sadoun, a leading economist, calculates in any case that the entire BP deal constituted a book loss for the KIO at the end of last year, largely because of the low price of the shares making up the 9.9 per cent retained by Kuwait.

He is particularly concerned about political damage. "We should be very cautious because our investment everywhere could be under a certain risk," he says. "Since Britain acted against Kuwait, the same could be done anywhere else."

At one point in the BP saga, when it seemed that Britain would force Kuwait to sell off its shares within a year at a substantial loss, Sheikh Ali's political position in Kuwait was regarded as vulnerable. Now there is a feeling that he won a difficult contest of nerves. It is unlikely to be his or Kuwait's last investment battle.

KUWAIT, with its 94bn barrels of crude oil making up the world's third largest reserves, has adopted an aggressive strategy to manage and market its production. The state-owned Kuwait Petroleum Corporation (KPC) has steadily increased its output of refined products and made inroads into downstream international marketing.

Kuwait's production quota within the Organisation of Petroleum Exporting Countries (OPEC) is just over 1m barrels per day (b/d), of which about 650,000 b/d can be exported from Kuwait's three modernised refineries as value-added refined product. A further two refineries in Europe, one in Denmark and one in the Netherlands, add another 180,000 b/d.

KPC is planning to double its own share in overall downstream sales from the current level of 250,000 b/d. KPC officials are looking for new outlets outside Europe, where the Q8 (pronounced Kuwait) brand of petrol stations has become familiar. They have said they are looking towards the Far East markets and eventually the US.

But despite widespread admiration of KPC's independent downstream expansion - it has eschewed joint ventures - there are doubters in Kuwait who feel that KPC has bought less than glittering downstream retail assets while western oil companies move into more profitable sectors such as chemicals.

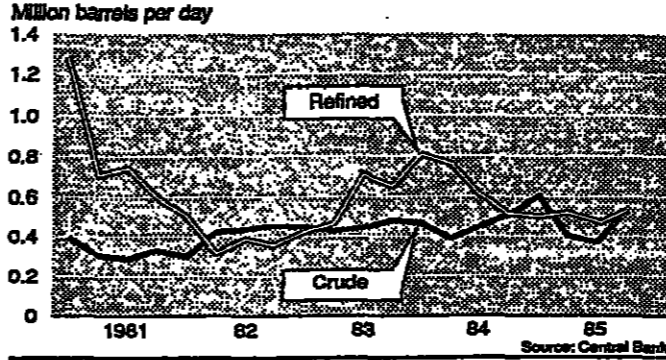
Sheikh Ali Khalifa al-Sabah, the Oil Minister and chairman of KPC, rejects such criticisms and denies that Kuwait has been taken for a ride. "We haven't paid very much for our downstream assets," he says. "We have taken operations that we think are economic and have proven them to be financially successful."

"We will try to consolidate, strengthening ourselves in markets where we are weak or even going out of markets where there is no chance of building up to a sufficient share," he says. "One way or another we will be going to the Far East. It's more difficult to break into that market but we will do it. If we consolidate in Europe and establish ourselves in the Far East we might even consider the US - but that is a bit too far ahead."

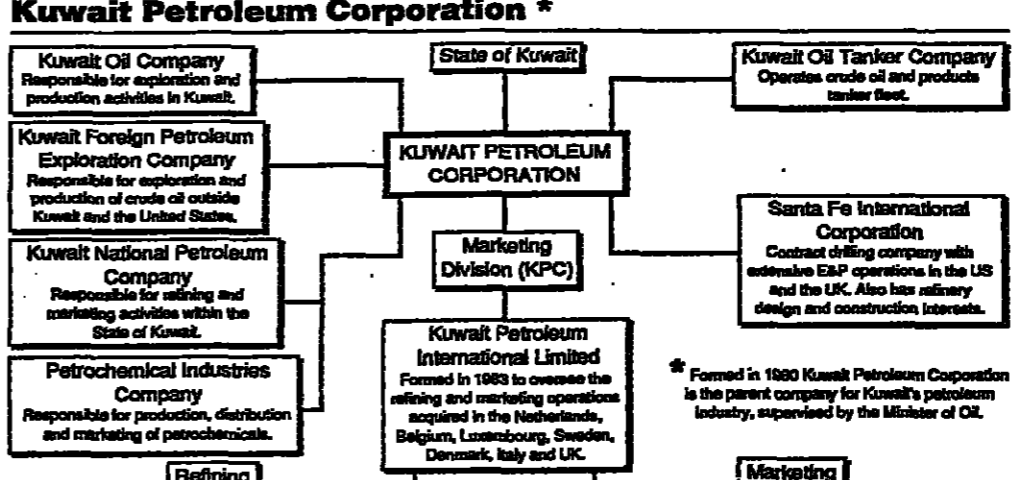
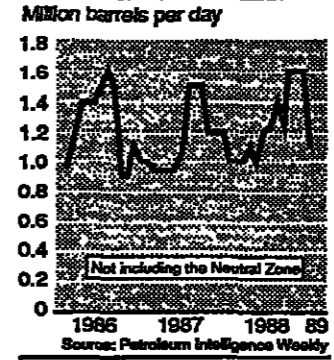
The downstream network is seen in Kuwait as particularly important for strategic purposes, because it makes the country less vulnerable to crude oil price volatility and to the whims of customers. The idea, says Sheikh Ali, is to avoid dependence on any

OIL
Q8 looks to the Far East

Oil exports



Crude oil production



buyer of crude. "If the worst comes to the worst we put it through our system."

One dilemma facing KPC is the possible conflict of interest between future downstream expansion and adherence to the Opec quota, although KPC

can and does routinely use non-Kuwaiti crude in the European network run by its subsidiary Kuwait Petroleum International.

On the upstream exploration side, KPC became embroiled in controversy over its purchase

in 1981 of Santa Fe International Corp, the US-based contract drilling, oil exploration and process engineering company. The price tag, at \$2.5bn, was considered by many observers to be much too high, and there are those who ques-

Cautious industrial expansion

KUWAIT IS going ahead with a project worth about \$140m to build a polypropylene plant in the Shuaiba industrial zone, using propylene gas from the refinery at Mina al-Ahmad. Polypropylene is used for woven sacks and a range of other products from plastic crates to ball-point pens.

So far Kuwait, with understandable caution, has resisted the temptation to spend its oil revenues on massive industrial projects at home, preferring the higher rates of return available from investments abroad.

Petrochemical Industries Company, a subsidiary of the state-owned Kuwait Petroleum Corporation, has hitherto concentrated on fertilizer production, both in Kuwait and through joint ventures in Bahrain, Tunisia, Turkey and China. PIC is also responsible for salt and chlorine plants.

With the fertilizer market depressed and gas sometimes in short supply in the past - a pipeline from Iraq was completed in 1986 - the fertilizer operation in Kuwait has been running well below capacity, according to KPC officials.

Latest PIC figures for the 1987 financial year show an accumulated loss of KD 41m, more than double the figure the previous year.

But Sheikh Ali Khalifa al-Sabah, the Oil Minister and chairman of KPC, says that PIC is profitable now after a period of expensive restructuring and difficulties caused by the Gulf War, which was suspended by last year's ceasefire.

"Now there is no problem," he says. "Over the last couple of years, we have spent a lot of sweat and blood on KPC subsidiaries making them turn around."

It was in the 1930s that the then Kuwaiti ruler, Sheikh Ahmad al-Jaber, signed an agreement that gave the two old competitors and new partners in the Kuwait Oil Company - the Anglo-Persian Oil Company (later British Petroleum) and Gulf Oil Corporation - exclusive exploration and production rights of oil in Kuwait territory for 75 years. The first shipment of exported oil left Kuwait in 1948.

In 1975 KOC was nationalised, and five years later KPC was founded to consolidate all oil and hydrocarbon industry activities under one roof.

At current rates of production, the oil which has transformed Kuwait into a modern state with international financial muscle will last for more than two centuries.

tion whether KPC, which also explores and produces outside Kuwait through the Kuwait Foreign Petroleum Exploration Company, needs to find any more oil in the North Sea, Egypt or China.

"To engage all those funds in not-so-promising areas for the purpose of exploration of crudes that would compete with our crudes and other Opec crudes when we have the third largest reserves in the world makes no sense," says one prominent Kuwaiti critic of KPC's upstream operations.

Kuwait was one of the founding members of Opec in 1960 and has been closely involved in the organisation ever since. Kuwait was once one of the oil price "hawks", although in recent years Sheikh Ali has been one of the leading proponents of price moderation based on quotas which are not over-stringent but which should be properly obeyed.

In April 1988, when the idea of a reduction in production once more gained momentum, Sheikh Ali requested a definition of production and of condensates.

"We have to agree on what we are cutting," Sheikh Ali said in Vienna, warning that "the apparent is collapsing under its weight of contradictions."

By announcing to the world that there are plenty of oil supplies - but that demand is improving and Opec is producing much closer to capacity than generally believed - Sheikh Ali is aiming for firm but not soaring prices. He says Opec production is not far off the agreed level of 18.5m b/d, and he expects prices to stabilise in the coming months around the proposed Opec level of \$18 a barrel.

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FORESIGHT

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Kuwait Petroleum Corporation

KUWAIT 4

Victor Mallet on the worrying imbalance in the labour market

Foreigners feel the pinch

FOR YEARS the Gulf states have talked of reducing their dependence on immigrant workers - the millions of Arabs, Asians and westerners who have helped to establish and run the region's modern industries and services in exchange for a share of the oil wealth.

In Kuwait, the process known as the "Kuwaitisation" of the workforce appears finally to be gathering steam, encouraged by the completion of many infrastructure projects and the first signs of an unemployment problem among Kuwaiti graduates.

It can only be a slow process. At present 60 per cent of Kuwait's population of just under 2m are foreigners, and the non-Kuwaitis make up no less than 83 per cent of the total workforce. In some sectors, such as construction and manufacturing, virtually all workers are foreign.

Immigrant manual labourers and domestic servants, many of them from Asia, will probably always be in demand. Few of Kuwait's wealthy citizens favour such jobs. But foreigners with skills shared by up and coming young Kuwaitis are beginning to feel the pinch. Officially all Kuwaitis are entitled to work.

Foremost among the victims are the 300,000 or so Palestinians, the second largest community in the country after the Kuwaitis themselves. Driven from their homeland

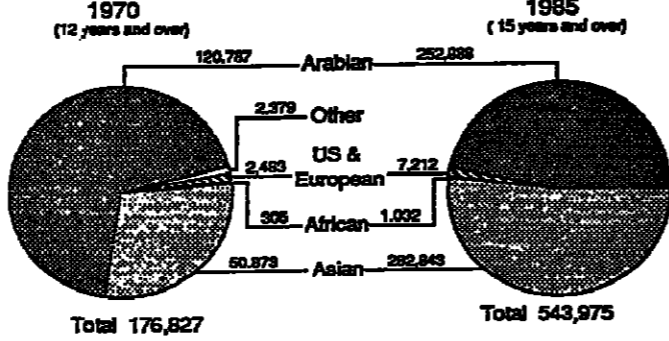
after 1948, many have spent their lives in Kuwait, working in government and in the private sector as doctors, diplomats, economists and professors. With the exception of a handful who have been granted Kuwaiti citizenship, they must often leave the country unwillingly within weeks of retiring. Some manage to obtain US or Canadian passports. Others go to Jordan.

"In the old days they didn't mind if a Palestinian over 60 carried on working. There was lots of money then. But now they are applying the rules very strictly to non-Kuwaitis," says one leading Palestinian. "It has created a lot of resentment."

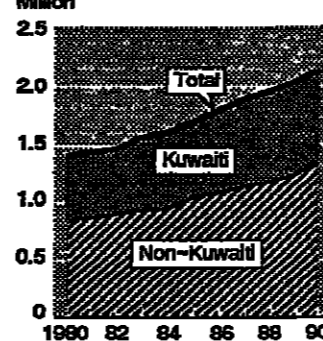
Along with their Lebanese and Egyptian colleagues, Palestinians would welcome residency rights for non-Kuwaiti Arabs who have lived in the country for a long time, although they know that there is little prospect of the Government accepting such an idea. They resent it when a skilled and experienced Palestinian is overlooked for a job in favour of a Kuwaiti fresh out of university. They dislike it when a Kuwaiti is paid three times as much as a foreigner for doing the same work.

Kuwait has nevertheless been a comfortable haven for the Palestinians and strong supporter of the Palestine Liberation Organisation (Palestinians in Kuwait pay a levy on their wages to the PLO), and

Non-Kuwaiti labour force



Population



Like other poor immigrant communities in the Gulf and other parts of the world they have grievances, but no political influence and plenty of economic reasons for not making trouble.

Domestic servants have sometimes been sexually assaulted. Construction workers have occasionally gone on strike, accusing their employers of failing to pay them. The system of employer sponsorship which grants people entry to Kuwait makes them virtually the equivalent of indentured labourers. In one recent court case a maid was sen-

some long-term residents seem to be more sad than bitter about their plight. They know the rules. Foreigners cannot stay without work. They are not allowed to own property - which means high rental payments - or a majority share in a business.

The rules, meanwhile, are becoming stricter, as the Kuwaiti authorities pursue their goal of having Kuwaitis in the majority by 2000. New regulations prevent foreigners in the private sector from taking second jobs, discourage attempts to switch from one job to another, and stipulate

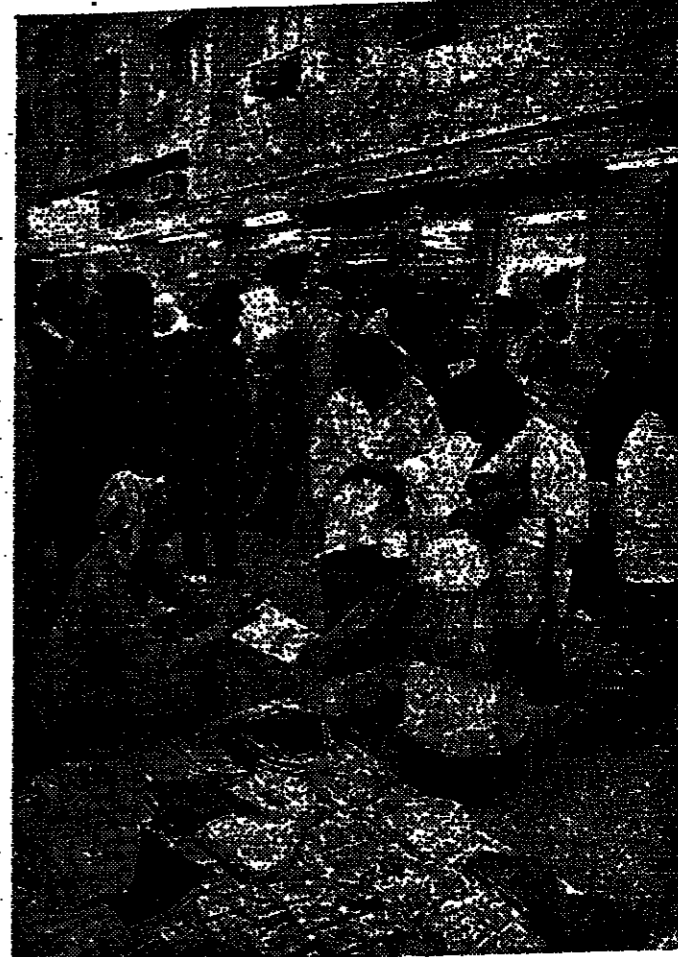
that those absent from the country for more than six months can lose their right to stay. Yet for many Palestinians Kuwait is a home both more prosperous and politically more liberal than alternatives such as Jordan, Iraq and Syria. The gradual departure of skilled Arabs has increased the proportion of Asians in the population, and they now make up more than half the foreign labour force. Each Friday hundreds of immigrants from the Indian sub-continent gather to socialise in a park near the Catholic cathedral in Kuwait City.

enced to six months in jail with hard labour, followed by deportation; she was said to have made a false allegation of sexual assault against her employer in order to take up a job in another household.

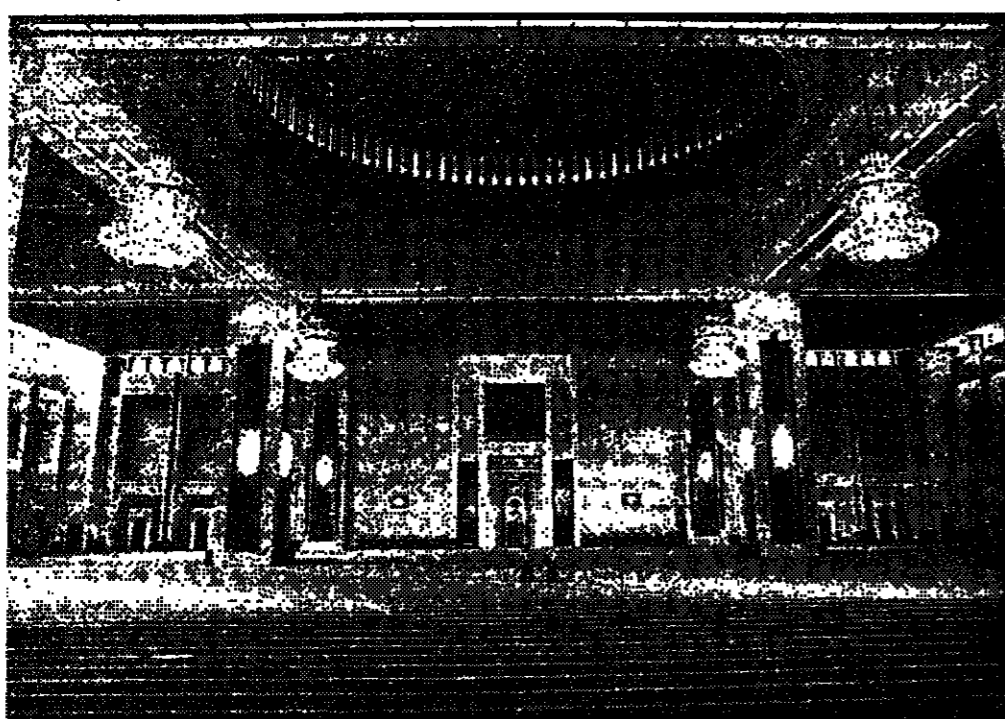
The Government has cracked down on illegal Asian immigrants as part of its efforts to cut the foreign labour force. "When the work is over, this labour has to emigrate, says one Government minister bluntly, expressing surprise at the influence of immigrant communities in Britain. "This is a situation which could happen here in Kuwait, and which we want to avoid."

"Kuwaitisation" is particularly advanced in the civil service and the public sector, where nine out of 10 Kuwaitis work. In the private sector employers are urged to take on nationals, but often prefer a cheaper, more skilled foreigner who is not liable to military service. "Kuwaitisation and profits don't go," says one businessman.

However, determined the Government, foreign workers will remain essential to the Kuwaiti economy for many years to come, both as labourers and as skilled administrators and professionals.



Asians make up more than half of Kuwait's foreign labour force



The Grand State Mosque in Kuwait

IT IS Sunday night and the ebullient Sheikh Salem al-Sabah al-Salem al-Sabah, Interior Minister and member of Kuwait's ruling family, is welcoming new arrivals to his weekly *diwaniya*.

Some of the guests wear formal gold-braided cloaks over their *dishdashas*. Some of them advance to Sheikh Salem under the mosaic portrait of his grandfather and kiss him on the cheek or the forehead or the bridge of his nose when he rises to greet them. All of them are men, and all take a seat appropriate to their seniority on the sofas lining the walls of the hall.

The huge room, otherwise bare of any furniture but the inlaid wooden tables around the edge and the chandelier of coloured glass, is buzzing with conversation. Among those present are the Saudi Arabian ambassador (he whispers in the ear of the Minister), the head of the Kuwait Investment Office in London, the Chief of Staff of the armed forces, the new commander of US forces in the Middle East, and an array of professors, business-

Political participation
Armchair democracy

men, politicians, journalists and government officials. This is a popular *diwaniya*.

People come and go throughout the evening, calling greetings to the Sheikh across the room. One man brings a written petition in a sealed envelope, while the leader of a group of farmers complains aloud to Sheikh Salem about a plague of locusts and the recent frost. The Sheikh responds that God and not the government is responsible for such events, and he jovially urges the farmers not to use the problems as a pretext for raising food prices. He fences verbally with each interlocutor, testing his mood and measuring his political will.

Elsewhere a dozen quiet conversations continue, covering everything from sport to nuclear disarmament. Visitors fiddle with their strings of beads as they talk, and ser-

vants circulate with small cups of bitter Bedouin coffee.

The *diwaniya* - a word which describes both the discussion group and the building which houses it - is a dominant feature of male life in Kuwait and an important social and political phenomenon which has no parallel in the West. Originally the word referred to the men's quarters in a Bedouin tent, and it is linked, for obvious reasons, to the English "divan".

Many Kuwaiti houses have a *diwaniya* outbuilding attached. The meeting itself takes on a wide variety of forms and sizes. It might be a small gathering of friends who drink tea and play cards, a literary evening, a lecture, or a more formal occasion at which a minister makes himself available to his peers.

Since Sheikh Jaber al-Ahmad al-Sabah, the Emir, dis-

solved the National Assembly in 1986, the *diwanis* have become a particularly important channel for political grievances in Kuwait, which is one of the Gulf's most sophisticated and politically active societies.

But the system has its limitations as a political institution. In some ways the *diwanis* are gentlemen's clubs, although many are theoretically open to all Kuwaitis tent to go to the *diwanis* of people they like or respect, thus reinforcing rather than challenging each other's opinions.

At least the *diwanis* allow the ruling family to test the political temperature and to experiment with new ideas. Sheikh Salem says he might raise a particular issue one Sunday, let people mull it over, and then bring the subject up again a week later to "get a feedback".

Among the subjects vigorously debated at *diwanis* this year are the calls for former members of parliament for the reconvening of the National Assembly.

"Maybe my *diwaniya* has a little bit of formality, but others I go to are smaller, say, 10 to 15 people," says Sheikh Salem. He visits perhaps 20 *diwanis* a month, but during the holy month of Ramadan the number rises to 100, with about 20 minutes spent at each gathering. It is said that Sheikh Saad al-Abdullah al-Salem al-Sabah, the Crown Prince and Prime Minister, goes to as many as 300 during Ramadan and returns home only in the early hours of the morning.

As for Sheikh Salem's own *diwaniya*, any man is free to enter, even if he might hesitate to do so. There is no visible sign of security, only an open gate. "It is an indication that the doors of the al-Sabah family, and of the ministers, are open to all," says Sheikh Salem.

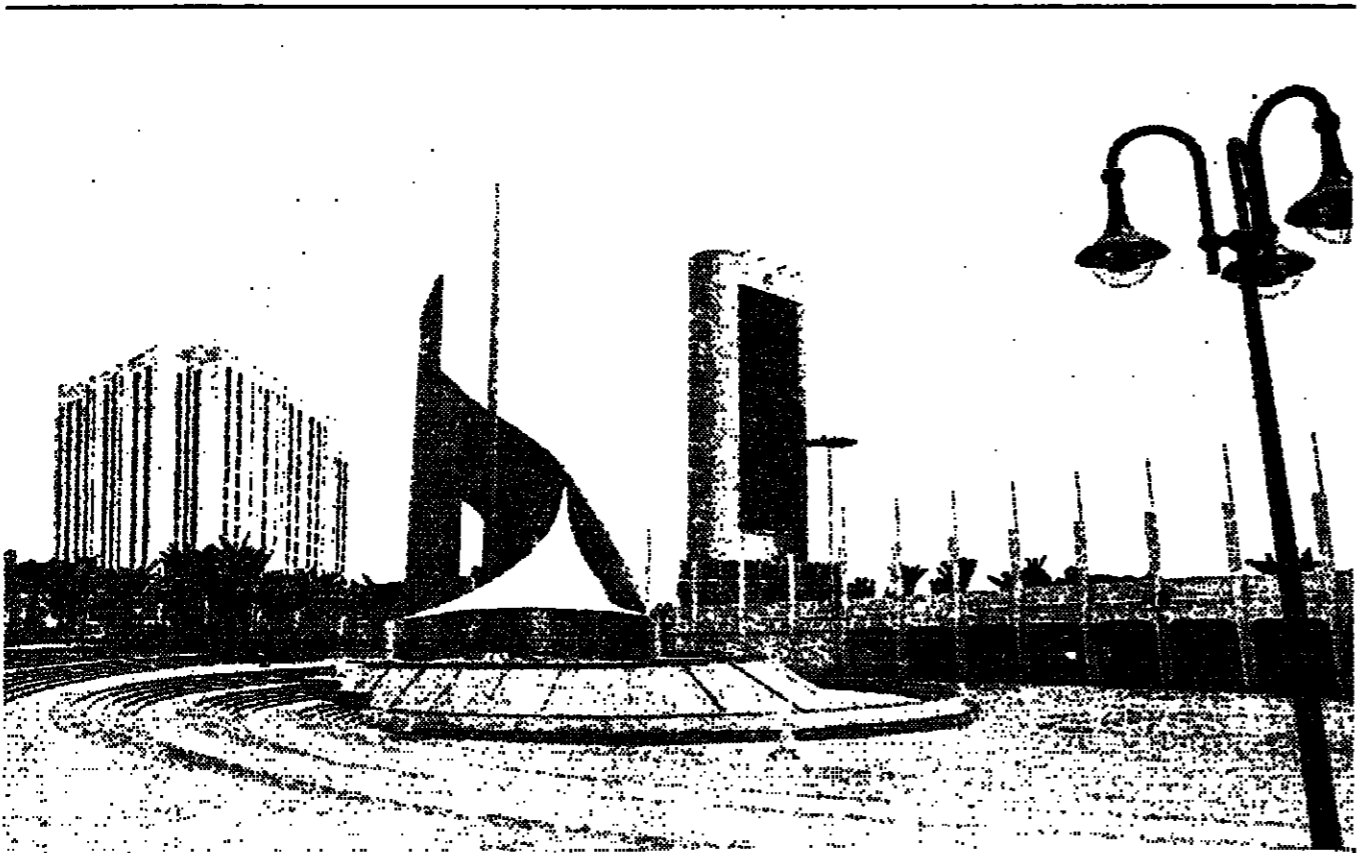
Victor Mallet

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KUWAIT 5

Foreign Aid

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KUWAIT has always been one of the world's most generous donors of aid as a proportion of its gross national product, and at times the most generous of all. During the oil boom in the late 1970s, total foreign aid reached levels of more than eight per cent of GNP.

The boom years are over now and Kuwaiti aid has declined sharply to around \$300m, but that still represents nearly two per cent of GNP, or more than double the level recommended by the UN.

Most of the aid is distributed through the Kuwait Fund for Arab Economic Development (KFAED), but these are also contributions in the form of grants and loans from the Government and assistance in kind in shipments of crude oil.

Aid to other countries, in the past at least, has been a particularly important foreign-policy tool for a small state anxious to maintain its neutrality and independence in a turbulent region. Just after full independence from Britain in 1961 Kuwait was faced with Iraqi claims to its territory, and it was in that year that KFAED was formed.

But Mr Abdul Wahab al-Bader, KFAED's deputy director in charge of operations, says that Kuwaiti aid is much less political than that of some other major donors, which give most of their assistance to a handful of strategic allies or to their former colonies.

"It's not really a political institution," he says of KFAED. "I'm working in China, I'm working in Vietnam, I'm working with the countries that I really feel are in need. Since the Fund's establishment the idea was to help other countries, Kuwait is a developing country too. We were not in an easy situation before the oil, and then we were blessed."

"I don't think there is a great political motivation. Of course the political element of it is to be friends with everybody. If that's politics then I love it."

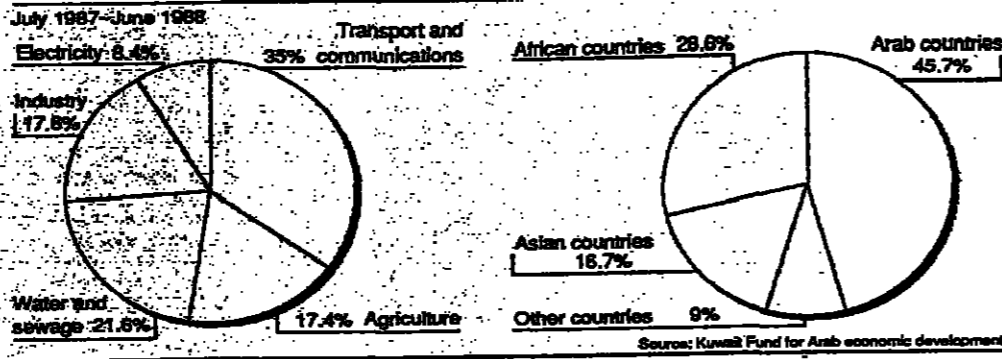
KFAED's aims have changed since its foundation. As its name suggests, it was originally devoted to helping the Arab world but in 1974 the scope of its activities was extended to the rest of the developing world. The focus is still on Moslem countries, whether African, Asian or Arab.

In the 1987-1988 financial year, Arab countries received 45.7 per cent of the loan commitments, with African countries taking 28.6 per cent, Asia 16.7 per cent, and others nine per cent.

Among other donors, KFAED appears to be respected as a "quiet, efficient organisation which inspects its projects carefully and makes sure the money is well spent. Its institutional structure protects Kuwaiti aid from the taint of personal favouritism or corruption."

For the past three years, KFAED has received no allocation from the Kuwaiti budget, relying instead on money generated by its own reserves. A quarter of the spare funds are invested directly in Kuwait,

Sector and geographical breakdown of Fund loans



Source: Kuwait Fund for Arab economic development

and the rest placed with outside managers in Kuwait or London.

"Our financial position as a whole is very good," says Mr al-Bader. "We have amounts we are investing which generate very good income in addition to the interest on previous loans. It reached the point last year where reserves almost equalled the paid-up capital."

"The Government changed the laws to allow us to increase our capital from our reserves. We assess yearly net income, then take 50 per cent into the capital and 50 per cent into the reserves. We will be able to generate as much as we commit."

Paid-up capital is now KD 1.4bn (up from KD 970m) and reserves are KD 464m, with annual commitments running at about KD 80m.

KFAED aid is concentrated on economic development - agriculture, infrastructure, industries and telecommunications - rather than on social projects in education or health.

The latest annual breakdown of the figures shows transport and communications taking 35 per cent of the loans, followed by water and sewage with 21.6 per cent, industry with 17.8 per cent, agriculture with 17.4 per

cent and electricity with 8.4 per cent.

The projects backed by KFAED - which takes on a maximum of half the financing of any one project - include the development of pharmaceutical production in Egypt, rural water supply in Mauritania, natural gas in Oman, and a road in Papua New Guinea.

Loans are on concessional terms, usually with a grant element of between 25 and 70 per cent, repayment periods of up to 35 years, and grace periods of up to 10 years. KFAED also gives a small amount of grant aid to the poorer countries, usually for preliminary studies.

Ask why Kuwait needs to help the relatively wealthy Gulf states such as Oman and Bahrain, Mr al-Bader replies that per capita income is not always an appropriate statistic by which to judge a country's needs.

Bahrain needed considerable infrastructural development and Oman has a small population in relation to its size. As for repayments, most countries service KFAED loans, although there have been problems with Sudan.

Victor Mallet

ISLAMIC ART

Guardian of rich treasures

KUWAIT is a small, modern city state where the drinking of alcohol is officially prohibited. If you are a visitor at a loose end there is little to do with your spare time unless you fancy a drive into the desert, or a trip to Entertainment City, the funfair and children's theme park on the outskirts of town. Single men are not allowed to enter.

All is not lost. Since 1983 Kuwait City has been blessed with one of the world's most impressive public displays of Islamic art, the al-Sabah collection housed in the Kuwait National Museum.

Inspired by his wife Sheikhha Husna and by school-time memories of Moslem shrines in Jerusalem, Sheikh Nasser Sabah al-Ahmad al-Sabah, a member of the ruling family, began a private collection of Islamic art in 1975. In an astonishingly short time he has amassed some 20,000 objects, ranging from carpets and decorated manuscripts to candlesticks, cones and astrolabes.

Subsequently he decided to make a permanent loan of the collection to the National Museum, where about 1,000 of the items can be seen at any



The entrance to the Kuwait National Museum

one time. "Yesterday, these objects were scattered in Europe and America and other distant parts," wrote Sheikh Nasser at the time of the handover. "Now they are nearer to their places of manufacture, allowing those who live here to see the products of their great civilisation of the past."

He is also anxious to give historians and researchers the chance to pursue their studies

into Islamic art, which is traditionally but by no means exclusively strong in calligraphy and decorative design rather than in figurative representation. Along with the geometrically patterned ceramic tiles and the silver-inlaid bronze bowls are some fine illustrations of noblemen and courtly life from Iran and India.

Sheikha Husna looks after the collection in its new home, organising local exhibitions

and international exchanges. "I am just running it in the same way I ran it in my house," she says in her office at the museum.

"But since the collection became public it has a new dimension. We make use of it in education to introduce people to Islamic art and culture. It has become more than an object of beauty. It has become a cultural centre."

"It is considered one of the most comprehensive collections in the world, not in the number of objects but in the areas it covers and in the quality also."

Like her husband, and like Greeks anxious for Britain to return the Elgin marbles, Sheikha Husna is keen to gather in the Islamic art plundered, purchased or received as gifts in the past and now scattered across the world.

"This is what we are trying to do - to get it back," she says. Kuwaiti collectors are not short of money, but export restrictions in the countries concerned often make it difficult to buy at will.

Exhibitions are an important part of Sheikha Husna's work. This year they include one on the early links between Sweden and the Arab world and another on Arabic texts printed in 16th century Europe. Plans are already under way for sending some 100 exhibits to Leningrad and then the US in 1990.



Sheikha Husna

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The Challenge and the Change

Putting the squeeze on the juice sector

A train takes the strain in Tropicana's efforts to dominate the \$3bn US orange drinks market. James Buchan reports

Every week, twice a week, a freight train a mile long leaves a siding in the town of Bradenton and rumbles north through the swamps and golf courses of central Florida for New York City, 925 miles away. The train carries orange juice, 1.2m gallons of refrigerated juice newly squeezed from Florida fruit, and it is a mighty weapon in one of the fiercest marketing battles in the US food and drink industry.

The train is owned by Tropicana, which has been shipping Florida fruit and juice to New Yorkers for 43 years. Next month is the peak of the growing season and the company's creaking, clanking processing plant at Bradenton is working round the clock. The office of Robert Soran, the 46-year-old chief executive, looks out over a park of growers' trailers, heaped with orange fruit.

"Look at us here and look at the competition," he says. "They don't grow oranges in Houston and Cincinnati."

Houston is the headquarters of Coca-Cola, the food division of Procter & Gamble. These companies are among the most skilful mass-marketing organisations in the world. But in the \$3bn orange juice market, Tropicana, a company with just 12 officers, 12 marketing people and less than \$900m in sales, is making all the running. And this is all the more remarkable because Tropicana's owner, the Seagram wine and spirits group, has little experience of selling non-alcoholic drinks.

Coke Foods' Minute Maid orange juice is still the largest US brand, with a share of 24.8 per cent at the last count in December. But it mostly sells a drink that the customer makes up from frozen concentrated juice, and the American customer increasingly cannot be bothered. In the rapidly growing market for orange juice that comes ready to drink, Tropicana had a 27.5 per cent share in the month to December 3 against Coke Foods' 21.7 per cent.

Meanwhile, P&G, which tried to bulldoze the competition in time-honoured fashion, is thought to be losing money hand over fist in a struggle to hold a share of only 9.1 per cent. The rest of the market belongs to price-shaving private label juices.

"We've had cola wars; now we've got fruit juice wars," says Michael Bellas, an industry consultant in New York. "This is going to be a dandy one to watch."

Tropicana may yet be muscled out of the way by its burly competitors. But it appears to be holding off a concerted challenge from Coke Foods in its New York market, and expanding rapidly in California and other new markets.

Almost single-handedly, Tropicana has changed a commodity industry into a market where it can establish and defend a price premium. This is no easy task because orange juice looks pretty much the same whichever way it's made, even if it tastes different. And US law is very restrictive, in what can be termed fresh or pure.

Tropicana's success has had a lot to do with luck and technology, an experienced workforce and oodles of capital. More than that, it shows what a small and tightly knit management group can do if it really understands its product and loves to fight.

Tropicana was founded in 1946 by Anthony Rossi, a Sicilian immigrant turned Southern Baptist. Through a mixture of commercial sense and (according to his second wife's memoirs) divine guidance, he hit on the idea of chilling slices of orange and grapefruit and packing them in glass jars for the breakfast tables of the great Manhattan hotels. Orange juice was the by-product.

In the years after the Second World War, the rest of the industry concentrated on creating a mass market by evaporating juice - increasingly from Brazil - and then freezing and shipping the residue. This cut volume by around 75 per cent

and greatly reduces shipping and storage costs. Unfortunately, the heating and freezing process damages the fragile oils and flavours in the orange.

Under Rossi, Tropicana remained specialised, seeking premium markets through relatively advanced technology. Its main product, Tropicana Pure Premium, has always consisted of Florida oranges squeezed, pasteurised rapidly, refrigerated and packed. The juice will not last more than a few weeks even in a refrigerator and so, for a long time, the company had to forego wide distribution. But it gained dominance of America's largest and most sophisticated market, New York. It has never let go.

In 1957, Rossi launched an orange juice tanker, the SS Tropicana, to ship the juice to a pier in Queens, across the East river from Manhattan. In 1963, when frost wiped out the Florida crop, he moved Tropicana's operations to a barge off the coast of Mexico and bought the Mexican crop.

In 1973, Rossi sold the business to concentrate on missionary work. Under the ownership of Beatrice, which paid him \$500m for it, and Kohlberg Kravis Roberts, the New York investment firm which bought Beatrice in 1986, management was greatly simplified.

It now consists essentially of Soran, a 12-year veteran of Beatrice, Robert Weissman as head of marketing and a finance officer in George Zukauskas. Soran says the team is small enough to keep in touch with grove owners as well as the foremen and union leaders at Bradenton.

The 1980s have handed these executives a great opportunity. Americans have become more careful about their health and many have shifted from soft drinks to fruit juices or from concentrate to "fresh-pressed" juice. A severe frost in 1983 sent prices of all types of orange juice soaring. Says Daniel Schaefer of Coke Foods: "As the price of other orange juices rose, it was easier for customers to make that jump into premium juices."



Tropicana has a small team which is able to keep in contact with its orange grove owners in Florida

These were classic conditions for what marketing people call the "segmentation" of a commodity market. But each company tried to reap the benefit in different ways.

Tropicana sought to build on its premium reputation, increasing its capital spending five fold since 1986 to cut costs, improve packaging technology and introduce Pure Premium Homestyle, a new product with chunks of orange in it. A special lining in the cartons has made it possible to expand as far as California. Because Tropicana is more expensive but still turns over quickly, retailers are eager to stock it over lower-priced juices.

"Three years ago, we were in half the country," says Soran. "Now we're national." P&G powered into the market in 1981, hoping to gain a quick double-figure percentage share with what it claims was a superior product, which it called Citrus Hill. But its various formulations, including a calcium-fortified version, and different packaging missed the fashion for a purer product. "If you want calcium, you can drink milk," says Soran.

Wall Street analysts believe that P&G has now lost so much money in the business, certainly over \$100m, that it cannot afford the huge cost of moving into not-from-concentrate, refrigerated trains. After its own excursion into calcium-added juices, Coke Foods did introduce its own not-from-concentrate in the Boston and New England markets last May, and moved into New York later in the summer.

A furious battle erupted. Soran says that the new Minute Maid product, Premium Choice, "imitates" Pure Premium in its name and its packaging. There has been heavy price discounting and promotion all round. In the key New York market, Premium Choice had garnered a 4.1 per cent share by early November, but from-concentrate Minute Maid had lost share. Pure Premium seemed to be holding steady. Citrus Hill was down.

What happens next will depend more than anything on profits. Seagram bought Tropicana as a strategic diversification from its spirits base, which is shrinking. The company paid \$1.2bn for Tropicana, which is probably about 20 years' profits at 1987 levels. The payback will come more quickly if Tropicana's profitability grows. But profit growth has been harder to achieve since Coke Foods launched Premium Choice.

But analysts believe that Seagram, which is controlled by the Bronfmann family of Canada, can afford to forego immediate profits to build a valuable brand more easily than its competitors.

Even P&G, renowned for never abandoning a market, has become more profit-oriented after a series of bruising and wasteful marketing battles in the 1980s. Says Jay Freedman, an analyst at KLM's Peabody on Wall Street: "I think they'll get in a fetal position and try and survive. They're not so inclined to throw dollars after markets as they used to be."

Soran says: "I told the Seagram board that in three or four years it will be clear that Tropicana was an absolute steal at that price."

UK mower battle Competitors cut up rough

Philip Rawstorne on the latest bout of TV advertising

A 10-second television commercial last week signalled more surely than the preceding weather forecast that spring had come a little early this year. The commercial showed a map of Britain being transformed, from a patch of overgrown grass into a neatly striped lawn.

It was the opening shot from Qualcast, the lawnmower manufacturer, now part of Blue Circle group, in the annual advertising battle for the UK's \$180m lawnmower market.

The move seems to have caught Qualcast's major competitors - Flymo and Black & Decker - on the hop. As Qualcast's commercial went on air, Flymo was finishing filming its commercials in Australia.

But if the mild winter has meant an earlier than usual start to the fight for market share, the main battle will not be joined until April, and though it promises to be as ferocious as ever, it will be waged this year in a more civilised fashion than the tooth-and-claw "hover power" wars of the early 1980s.

Qualcast last year switched advertising agencies, replacing WCRS, which made its name with the "less hover, than a hover" campaign against Flymo, with Burkitt, Weinreich, Bryant (BWB). The advertising theme had become redundant as Qualcast had also begun to manufacture a range of lower mowers, and Flymo improved its product. "A different approach was needed," says Phil Buckle, managing director, "and we decided that it would be better to get a new agency to take a fresh look at the situation."

BWB's research showed that most householders regarded mowing the lawn as a chore - but that they gained a great deal of satisfaction and pleasure from the way in which a newly-mown lawn seemed to make everything around it look better.

The TV commercial which will form the core of the main \$2.75m six-week campaign beginning in April was shot at Stonehenge last September. The \$260,000 production shows the grass around the ancient stone circle - "a tricky bit of rockery" - being mown to a neatly striped finish.

The stone circle then tilts itself up - an effect achieved by assembling polystyrene blocks on Arsenal's training ground at London Colney, in Hertfordshire. The difference shows where a Qualcast mower, says the slogan, which is to be repeated in a national poster and press campaign as well as on the company's brochures.

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The company still claims brand leadership with a 44 per cent volume share of a largely static market in which some 1.4m mowers are sold each year, most of them in April, May and June. It estimates Flymo's share at 34 per cent.

Flymo, part of the Swedish-owned Electrolux group, disputes those figures, and virtually reverses them in its claims to be market leader.

Les Evans, Flymo's managing director, plans to spend \$2m on a TV campaign this spring, with some supporting press advertising. Seatchi & Seatchi has made two new, 30-second commercials, one for a hover model, the other for a rotary mower which produces the striped finish so heavily featured in the Qualcast advertisement.

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Just as Qualcast has moved into the hover-mowers that it once designated, so a quarter of Flymo's production this year will be wheeled, rotary mowers - the most popular machine in continental Europe where it is now looking for further expansion.

Evans declines to reveal the theme of his campaign in advance. "But we have a new marketing platform," he says. Guarantee cards already being returned to the company, he adds, suggest that Flymo is still gaining ground this year despite the fact that it has not yet started to advertise.

The intensity of the competition between Qualcast and Flymo in pricing, marketing and technology, has made it very difficult for any other manufacturer to gain ground.

US-owned Black & Decker, which entered the market in 1972, has never been able to secure more than 17-20 per cent of the market, lagging well behind in third place, despite the success of its other garden and household tools. It refuses to talk about its advertising plans for this year.

More surprisingly, perhaps, considering their achievements in other industry sectors, the Japanese threat has also been contained. Ten years after it entered the market in a blaze of publicity, Honda has failed to achieve any significant penetration. The general estimate is that its petrol-driven rotaries have secured no more than a 2-3 per cent share at the most expensive end of the market.

The idiosyncratic UK mower market, with its preference for electric-powered machines, and its split between cylinders, hovers and rotaries, appears to be one place where a global marketing approach does not work.



The difference shows where a Qualcast mower.

"What's the word on KLM's network?"

"It's growing nicely."

"It's growing nicely."

"It's growing nicely."

"It's growing nicely."



KLM's global network now links 138 major cities in 77 countries. And we're still adding new names to our long list of destinations.

We're also expanding our international fleet with the latest in aircraft design. Like the new 747-400 and 737-400. For a wider choice of non-stop service. And the new Fokker 100 for short European hops.

But at KLM, the addition of new names and numbers really boils down to one simple fact. And that's getting the business traveller from A to B quickly and comfortably. Test us, try us; fly us.

KLM FLIES TO 138 DESTINATIONS ON 6 CONTINENTS

The Reliable Airline. **KLM** Royal Dutch Airlines

ARTS

CINEMA

Cops, killers and kooks

- MANHUNTER
Michael Mann
- THE ACCIDENTAL TOURIST
Lawrence Kasdan
- MR NORTH
Danny Huston
- THE BIG BLUE
Luc Besson
- DIARY FOR MY CHILDREN and DIARY FOR MY LOVES
Mata Meszaros
- THE TERRORISER
Edward Yang

"How did you catch me?" asks the mass murderer. "You had disadvantages," replies the detective. "What disadvantages?" "You're insane."

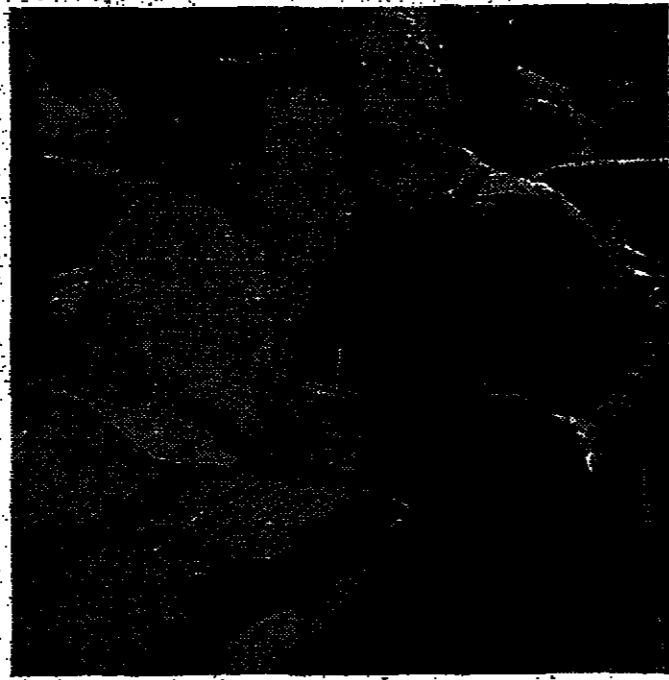
If Dostoevsky had been hired to script an episode of Miami Vice, he might have come up with the screenplay for Michael Mann's Manhunter. Mann wrote it himself as it happens from a Thomas Harris novel. But as a Hollywood thriller it is more like a Russian novel: two hours of psychic scabbing into the mind of a serial killer and his barely less obsessive pursuer.

Detective Will Graham (William Batty) has a knack for tracking down psychotic killers: he thinks himself into their thoughts and near-telepathically plots their moves. However, this process has its limiting price: it brings him in a mental clinic last time round. And now that another mass killer is loose - the "Tooth Fairy" (speciality, leaving love-bites on his slaughtered victims) - will the police have the heart to lure Graham out of voluntary retirement?

You bet they will. No film otherwise. So, across the gleaming geometry of Michael Mann's America, with its pastel twilight, designer chiaroscuro and colour-coordinated cop shops (from the producer of Miami Vice, what else?), Graham is doing what a man's gotta do. After tapping into the criminal's mind, he has the help of his old enemy Dr Hugh Lektor (Brian Cox) who suavely butts as the behind-bars killer-cum-cure-buffon. Our hero gets to pour out forensic science to his own brand of mysticism. After all, there are only six days in the week, full moon and "this guy's on a lunar cycle."

Manhunter hits cliché like tripwires, as it gallops through the dark night of the post-modernist police detective. But the film has so much pace, tension and bravura that cries of "Oh no, not that old chestnut when the hero's own wife and kids are threatened by the sicko, or when his climactic quarry is (yes) an attractive blind girl - barely have time to leave our lips. Mann's previous movies, Thief and The Keep, were lackings of style in search of some substance. Manhunter is still 99 percent style, but the style has mounting momentum. It moves so fast that its thrilling blur becomes one with the eerie disorientations of a plot in which madness is harnessed in the fight for reason and justice.

The only serial killer in Lawrence Kasdan's The Accidental Tourist is life itself. It wears



Geena Davis and William Hurt in "The Accidental Tourist"

down and terminates each of us in turn, accidental tourists to Planet Earth.

The hero of Anne Tyler's funny, touching novel was a travel-writer, here played by William Hurt, who specialised in pin-killing guides for businessmen: how to travel abroad and think you're still at home. Cocooning others, he has long cocooned himself. Now a bereaved parent - his son was innocently killed during a supermarket robbery - he is about to emerge from shock to encounter the temperate changes of marital separation (from Kathleen Turner) and romance with a kooky

Rain Man wins Golden Bear at the Berlin Film Festival

The 36th Berlin Film Festival folded its tent yesterday and is probably trying to fold its memories too. In a lean year America's Rain Man deservedly won the Golden Bear with Best Actor nomination to Gene Hackman. (Mississippi Burning and Isabelle Adjani (Camille Claudel). But the two best surprises of the festival were outside the competition.

The Polish film A Short Film About Love is magnificent. Krzysztof Kieslowski's new movie in his planned ten-film series based on the Ten Commandments - its predecessor won last year's Best European Film award - hums with wit and invention. Replenishing the tale of women, with a young postal worker playing Peeping Tom to a beautiful girl in the flat opposite, it metamorphoses into a love affair first leading, then

young dog-trainer (Geena Davis).

Tyler's novel is perfect material for Lawrence Kasdan, whose own filmography has rung dramatic temperature changes (Body Heat, The Big Chill). As a winning passion and domestic anomaly bettle it out for our hero's soul, the film is by turn moving, thoughtful and deliciously funny. Hurt, as if bowing to Trades Description legislation, keys his performance to "hurt" looks. Visibly in shadow for most of the film's 120 minutes, he moves his face in tiny articulations of dismay, horror or bewilderment. Here a lip lifted in distaste, there two

eyes as dazed and orbital as Roger Rabbit's.

You can believe that this man - a psychic stretcher-case just like his temperamental congeri dog - would attract a dangerous do-gooder like Miss Davis: a woman with an eye, nay a telescopic sight, for waits and strays. Miss D draws Mr H to her, using for bait only her natural wackiness: an eccentric wardrobe (she must shop in Baltimore's answer to Oxford), a working-class yap of a voice, and a refusal to return her man's gracefully to his estranged wife when the latter beckons. (Kathleen Turner is Davis's perfect opposite: all

touching and finally shot through with tragedy. Equally volatile and hypochondric is Ann Turner's Celia from Australia. Growing up in mid-1950s Australia, the 9-year-old heroine lives a life of fantasy and reality. So, implies the film, and mischievously elaborates the concept, does Australia herself in this time: a prey to multi-colored people, ranging from sedate, Communist-obsessed in the appalling vicinity of the "Rabbit Master," when mysticism required the nationwide surrender of all pet bunnies. Celia shows the Australian dream at a point where it began to shade, comically and menacingly, into an Australian nightmare.

Both these films are expected in Britain later this year. Keep a watch out.

N.A.

clothes sense, grace under pressure and racehorse nostrils.)

Kasdan arrays his characters across a wide-screen and then engulfs them in misty-grey or dark-olive colours. (Superb photography by John Bailey.) They look like soldiers drowning in life's trenches. In movies, fidelity to a good novel is often a bane not a boon: a pledge of stunted literalism. But The Accidental Tourist is faithful in the very best sense: it does not merely reproduce Tyler's story, it embraces it, breathes it and lives it as if new.

Nigel Andrews

Martha Argerich

WIGMORE HALL

In the midst of what was otherwise a perfectly ordinary Philharmonia programme on Tuesday evening, in which Giuseppe Sinopoli conducted Wagner and Beethoven, Martha Argerich delivered an account of Liszt's First Piano Concerto that was anything but ordinary. On this page some years ago Dominic Gill described Argerich as possibly the most talented of an outstanding generation of pianists that also includes Pollini, Ashkenazy and Barenboim. But her concerts in London have been erratic in recent times - a few concerto appearances, and last year a memorable recital with the violinist Gidon

Kremer, but no solo engagements - and the progress of such an inspirational artist has had largely to be tracked, imperfectly at best, by her infrequent recordings.

The Liszt First Concerto is unpromising material for a sustained display of musical intelligence, but here it was forged into a musical unity quite as convincing as the brilliance with which its technical difficulties were surmounted. The technique one quickly takes for granted with Argerich - there can be few pianists with more effortlessly natural control, and she is able to direct all her energies upon

articulation and expression. Even single chords, in the rhetorical flourishes of the opening movement, were charged with exceptional excitement; the dramatic grip which was visited upon the concerto in the first solo entry (and fully reinforced by Sinopoli's direction, with the Philharmonia at its formidable best) was never allowed to falter. The decoration around the themes of the slow movement, rapidly floated, excitedly turned, still carried with it a crystalline precision, and the finale was opened with quite bewitching élan.

In the last movement Argerich set her accompanists an

impossible task, nudging the tempo this way and that, treating each bar almost to a separate collection of nuances. Yet it was never wilful or incoherent; the movement remained triumphantly all of a piece, projected in a sleek curve towards the dashing coda. Writing about this pianist one tends quickly to exhaust one's stock of superlatives, but this was a concerto performance to store away in the most enduring memory. If there is anything to approach it in London this year the audience will have been fortunate indeed.

Andrew Clements

Vermeer Quartet

ST. JOHN'S, SMITH SQUARE/RADIO 3

String quartets take very well to the live concert. I even think that they sound better when broadcast from their than from most purpose-designed studios. Certainly the Vermeer Quartet's Haydn and Berg was transmitted superbly from their BBC Lunchtime Concert on Monday, the refined intricacies of Berg's Lyric Suite were extra-lucid, and yet enhanced by a warmth and depth that one might expect to be incompatible with all that fine detail.

The Vermeer began with Haydn, the E-flat "Joke" quartet from opus 33. It began bravely (some quartets leap

into it with more extrovert exuberance), but well-sprung and alert. By the scherzo they were waiting away happily, something that the music gives good excuse for, and then they took up the heartfelt Largo sostenuto with unstinted lyrical feeling. The "Joke" final Presto was the better for being played out with deathpan neatness. The taut balance of the ensemble was no less a pleasure throughout than the imaginative solo details that stood out here and there.

Their account of the Lyric Suite made a magnificent case for placing it among the great-

est of high-romantic documents. There was much more than biographical interest in the discovery, some years ago, that Berg had composed it to a secret erotic scenario: the slightly frantic headings of its six movements ("Presto delirando", "Trio estatico" and so forth) had always implied something of that kind. But for performers, understanding it as a continuous personal narrative, rapturous and tragic, must focus the interpretation of the work quite sharply, and the remarkable dramatic power of the Vermeer reading answered to just such a vision.

It was not a matter of subor-

dinating details (with which the score is crammed, in Berg's characteristic way) to some supra-musical plan. On the contrary, the dramatic life of the music lies every bit as much in the fraught details as in the larger extreme contrasts of mood and pace, and the Vermeer players rendered it all with extreme finesse and empathy, as well as beautiful sound. They persuaded us that it is no exaggeration, but the plain truth, to say that the Lyric Suite is the chamber-scale Tristan of our century.

David Murray

A Hero's Welcome

THEATRE UPSTAIRS

A washing line slung along a strip of cracked red earth defines the performance area for Winsome Pincock's latest play, with the audience banked up on either side. It is an oddly disconcerting arrangement which breaks down the naturalism of the dialogue by the simple physical fact of whom all characters into a single field of vision.

Although director Jules Wright undoubtedly has her reasons for choosing to stage it like that - Pincock's central concern, after all, is the distances between people - it seems significant that the most successful scenes in a structurally rather rickety piece are often the ones played in close-up: the tender humour of two young women watching a liner departing for England with another load of Jamaican emigrants says everything that needs to be said about the plight of those left behind. One is pregnant, the other girlishly anxious to lower the first girl's of life. Lowering her ear to her friend's belly for the umpteenth time, she hears the blast of a departing foghorn. It is a beautifully poised and complete moment which hardly needs the reminder that lives yoked together by urban terror. Draughts of fear blow through the near-abstract geometry of rooms and streets. Relationships piece themselves together like reluctant jigsaw.

And the sound of murder is only one sound and the lab of traffic, street cries, a distant child practising the piano. This is a movie made like a mosaic, and it is mesmerising.

Nigel Andrews



Joanne Campbell and Pamela Nomvete

experience of the post-war exodus in much the same way as the war years have been reclaimed by English women writers. The perspective she offers is just as resonant.

Her male characters remain shadowy figures: the brash young buck (Gary McDonald) and Brian Bovell's limping, bookish veteran of a supposedly heroic campaign exist in relation to the woman who manipulates, mother and long for them. While the aged Nana, played with cackling humour by Mona Hammond, mugs up her palmistry from an ancient

teach-yourself manual, the younger generation despair of old-fashioned love potions as the means of infatuation between girls - a little more social context-setting would firm up the centre of interest, for want of which the earlier scenes tend to lose their sense of purpose. But for all its faults, this strongly-performed Women's Playhouse Trust production reveals a writer who, like her characters, is obviously going places.

Claire Armitstead

ARTS GUIDE

EXHIBITIONS

London
The Royal Academy. Italian Art in the 20th century - after German and British, the 3rd in the Academy's roughly biennial sequence of major national surveys. Daily until April 8, except Good Friday; sponsors Artzella and Fiat.
The Barbican Art Gallery. The Last Romantics. A fascinating study of the romantic, symbolic and decorative strain in British painting that links Burne-Jones and the late Pre-Raphaelites with the muralists of the 1920s. Daily until April 9.
The Hayward Gallery. La France: Images of Women and Ideas of Celebration of France, the Revolution Revisited. This exhibition is an odd and delightful sequence of images of that France, Marianne, as she has been depicted in French art over the two centuries since the Revolution, with a few antecedents thrown in. It is frustrating in that not all the requested loans were met, and the gaps are eloquent of images of that France that might have been. But even so it is a generous and affectionate tribute to Britannia's difficult neighbour. Daily until April 16; then on to the Walker Art Gallery, Liverpool. May 3 to June 11.
The Royal Academy. Italian Art in the 20th century - after German and British, the 3rd in the Academy's roughly biennial sequence of major national surveys. This is an exceptionally thorough study of the earlier

phases, clearly setting out the several developments of Futurism and Abstraction, but is rather more cursory and hesitant in bringing the story down to date. But the works themselves are well chosen throughout, never less than intriguing and often very beautiful. All in all it is a remarkable exhibition (daily until April 9, except only Good Friday; sponsors Artzella and Fiat).

Paris
Musée du Louvre. Treasures of Gallo-Roman Silverware. The splendour of Roman and Visigothic work is brought to life by the rich finds on the territory of Roman Gaul. 250 exhibits show favourite decorative motifs - floral themes, animals inspired by hunting or by the Dionysian cult. Tableware, mirrors and treasures from temples testify to the essence of Roman and Gallo-Roman master craftsmen. 19, rue de Valenciennes. 19, rue de Valenciennes. Closed Mon, ends April 23.
Musée Picasso. Because the floors of the museum are crumbling under the passage of visitors, all the paintings have had to be taken down during repairs, which will last for about two months.
Louvre. Pavillon de Flore. The Rembrandt school is on show at the Louvre. It consists of 99 canvases by Rembrandt and his school and is especially interesting in view of the recent controversy about attributions of some of Rembrandt's own paintings. Closed Tue. Ends March 27. Entry from the Quai des Tuileries.

Brussels
Musée Royal d'Art et d'Histoire. The ancient cultures of Palestine. Closed Monday, ends May 14.
Musée Royal d'Art et d'Histoire. The ancient cultures of Palestine. Closed Monday, ends May 14 (733.9610).

Rotterdam
Boymans Van Beuningen Museum. Two exhibitions on Rembrandt and his school comprising a lavish 300 drawings and 30 paintings, all from the museum's own collection. Ends March 5.

Berlin
Nationalgalerie. Potsdamer Strasse 69. Guggenheim Collection. Around 60 paintings from the Solomon R. Guggenheim Foundation in New York and Venice with works by Picasso and Pollock are exhibited. Ends March 19.
Museum der Hypo Kulturstiftung. Retrospective of Paul Del-

vance. This exhibition with 60 paintings is the most extensive first big presentation of Delvance's work in Germany. The 91 year old Belgian painter first came to Berlin in 1928, and lived there in the 1930s, influenced by De Chirico and Magritte. The main subject of his paintings are the houses and landscapes from his homeland. Ends March 19.

Stuttgart
Stuttgart Museum. Key works from the Thyssen-Bornemisza collection covering the period from the 14th-18th centuries as well as works by Holbein the younger, Frans Hals, Peter Paul Rubens and Albrecht Dürer. Until March.

Vienna
Kunsthof. The Soviets are becoming more relaxed about exhibiting their treasures abroad. The latest to hit the West is a collection from Leningrad's Hermitage which is devoted to Scythian Gold, the golden artifacts of the Scythians, a nomadic people who once ruled over a large area north of the Black Sea. The 170 exhibits - ranging from gold-embroidered clothing, earrings and tableware - were found in the ritual grave mounds of the Scythian kings. Ends February 28.
Secession. The Austrian designer, Oskar Peutz and Adolf Krischanitz are worth seeing. Krischanitz, who designed some of the marvellous furniture at the newly restored Secession, is having a big impact in Japan. Besides seeing what the post-war

generation of Austrian artists has done since the death of Klimt's Beethoven Frieze.

Rome
Spanish Academy (Piazza S. Pietro in Montorio) 31. Seventeenth and eighteenth century Italian drawings from the Biblioteca Nazionale, Madrid over a hundred drawings of quite exceptional quality, with representatives of all the major Italian schools: Roman, Bologna, Neapolitan, Florentine, Genoese and Venetian. Among the most charming are two sketches by Gian Lorenzo Bernini of decorations for the Roman churches of Sant'Agostino and S. Maria Della Vittoria; landscapes by Salvatore Rosa, an architectural study by Filippo Juvarra and a fine Piranesi. Until Feb 28. Galleria Nazionale d'Arte Moderna. Witty conceptual art by one of the best of the middle generation of Italian artists, Giulio Paolini, born in Genoa in 1940. Until Feb 28.

Milan
Palazzo Escale. Avant-garde Russian painting from private collections (1904-1934). A remarkable exhibition organised by the Comune di Milano and the Soviet Cultural Foundation, and sponsored by Pirelli, of works from 19 private collections in Moscow, Leningrad and Kiev, some of which have never been seen in the West. Until March 5.

New York
Museum of Modern Art. In advance of its arrival at London's

Hayward Gallery in November, the first retrospective of the work of Andy Warhol since 1970 surveys all his work from the 1950s, covering the Campbell's Soup cans, silkscreens on canvas of Elvis, Jackie Kennedy, Marilyn Monroe and other movie stars, disaster paintings and numerous self-portraits. Ends May 2.

Washington
National Gallery of Art. Cézanne: The Early Years. Already seen at London's Royal Academy of Art and the Musée d'Orsay in Paris, the exhibition comprises 65 oils and 35 drawings showing Cézanne's proto-impressionist techniques from 1858 to 1872. Ends April 30.

Tokyo
National Museum. Treasures from the "Nimur" Temple in Kyoto. This Zen temple was founded in 898, but most of its present buildings date from the 16th century. The temple is a recognised centre for the gentle arts of the tea ceremony and flower arrangement and its treasures include beautiful gilt Buddha statues, lacquerware and porcelain from the Heian period. Closed Mondays.
Teien Museum. Paintings by Leonard Fujita (1838-1908), one of the first Japanese artists to live and work in France and whose arrival in Paris in 1913 coincided with the first flowering of modernism. This representative selection of 40 oil paintings is drawn from all periods of his long career. Closed Wednesday.

SALEROOM

Impressionist success

The finest Impressionist pictures are in a class of their own - at least in terms of value - but there seems to be a knock on effect down into the lower divisions and yesterday's auction at Sotheby's of nineteenth-century French and modern works of art did well, with a total of £1.5m in the morning session alone, with only 10 per cent unsold. There were some exceptional prices, not least the £143,000 record paid for "Nimur morte", an abstract still life painted in 1943 by Oscar Dominguez which carried a top estimate of only £30,000. Another painting to do well was "Nu assis" by André Lhote, picked up cheaply in Brussels recently and selling for £60,500, three times its estimate. Another painting that had been badly underestimated was "La fenêtre de la villa rose", a garden scene by Charles Camoin, which went for £52,800 as against a £15,000 top forecast, while André Masson's "Etude pour homme nu couchant" painted around 1930, also comfortably exceeded its estimate, selling for £50,600. Christie's Impressionists on Tuesday had more problems, totalling £734,020, but with 26 per cent unsold. Top price was the £20,900, way above forecast, paid for a tiny watercolour of a young girl by Marie Laurencin. Sotheby's auction of early

English and continental ceramics on Tuesday was a great success, totalling £672,914, with 7.6 per cent unsold. A feature was the dispersal of a one owner collection of 143 maiolica and faience d'Espagne, the majority of which are Italian and dating from the 17th century. The jars, which were used to store dry and wet drugs, are elaborately decorated, to catch the eye of shoppers. One, a Montelupo wet drug jar produced in Florence in the late 16th century for the pharmacy of the Convent of San Marco, sold to the London dealer L'Algon Fine Art for £14,300, more than double its top estimate. Top price in the auction was the £28,500, from a private buyer, for a Nuremberg porcelain mounted tankard of 1730, it commemorates the bicentennial of the Confession of Augsburg and depicts Martin Luther, among others. It was painted by Grebner. Among the English ceramics a rare Staffordshire Toby Jug of a rosy sailor, which was expected to sell for around £1,600, realised £18,700 to a private buyer. The dealer Anthony Sampson twice paid £16,500 - for an "Italianate" jug probably made in Southwark around 1630, and for a Whielden type figure of a Pug, a type previously unrecorded.

Antony Thorncroft

FINANCIAL TIMES

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Thursday February 23 1989

Destruction in the Amazon

THE DESTRUCTION of the Amazonian Forest is being given an unprecedented public airing this week at a meeting organised by Indian groups at Altamira in the heart of the region.

The plight of the forest brings together all the tangled elements in the conflict between development and conservation and, because of its scale, it has an impact that affects not just Brazil but the rest of mankind. The Amazon Basin constitutes the largest tract of tropical rain forest in the world. Its importance in the world's eco-system may have long been recognised, but only recently has the full seriousness of deforestation begun to be appreciated in such matters as the carbon dioxide balance in the earth's atmosphere.

Deforestation has been occurring at an accelerating pace through a combination of industrial development (hydro-electricity and projects like the Carajás iron ore scheme), hard wood exploitation, slash-and-burn by land-hungry peasants and land clearance by big ranchers. The forest is disappearing faster than man's ability to compile an inventory of its resources (especially the medicinal ones). Deforestation creates erosion that destroys nutrient cycles, increases flooding and alters rainfall patterns. It also undermines the environment of the dwindling native Indian population. Beyond all this is the effect on the world's climate of damage to the ozone layer.

Government dislike

The Brazilian Government understandably dislikes being told how to manage its own resources, especially when so much of the industrialised countries' wealth has been created at the expense of the environment. Even today, the debate in Europe over acid rain has demonstrated the sensitivity of governments to external pressure on what have traditionally been considered sovereign or simply corporate decisions. However, Brasília has been far too slow in spotting the degree to which the international community believes it, too, has an interest in the development of the Amazon Basin. At the same time the

Brazilian response has been too facile, shielding behind a wall of nationalism.

Nothing can be done without the collaboration of the Brazilian Government and this is going to require sensitive diplomacy. International institutions and governments must begin to take the initiative away from the environmental pressure groups, first by compiling authoritative information on the destruction of Amazonia and then by action. Until now virtually all the consciousness-raising has been done by the environmental lobbyists.

Mainstream politics

This will involve recognition by Western governments that the environment is no longer a fringe issue but mainstream politics, something which the British Prime Minister seems to have taken on board. If developing countries like Brazil are going to be helped, they will need both funds and technology which the industrialised nations are best equipped to provide.

Here the matter becomes inextricably linked to Brazil's economic situation and its debt burden. In Brazil - as in other developing countries - environmental protection appears an expensive luxury when measured against the demands for economic growth which are politically and socially far more pressing. The root cause of the destruction of the Amazon is Brazil's poverty and any international assistance must take this into account.

The industrial countries must recognise two further points. First, there is not merely a moral but a practical need to compensate Brazil generously for the costs it is being asked to incur on behalf of the world as a whole. Debt relief to aid conservation is one sensible suggestion. Secondly, Brazil is a frontier country where the writ of central government is often rendered meaningless by the impossibility of policing the vast interior. The industrial countries must, therefore, offer the Brazilian Government whatever help it needs to ensure there are incentives for conservation and policing where they matter - on the ground.

Boom or bust in Australia

THERE IS no plain sailing for the Australian economy these days. It either skims along, threatening to sink, or it stops dead in the water, threatening to sink.

The result is that the economy always appears to be on the brink of calamity. The latest problem, caused by overheating of domestic demand, is as bad a combination as could be imagined: interest rates way above all major competitors, an overvalued currency eroding export gains, a rapidly deepening current account deficit sucking in excessive import volumes, and inflation at 8 per cent on a rising trend.

Electoral cycle

But the really destructive element at work in Australia is its three-year electoral cycle, making political considerations over-ride economic common sense.

In the depths of Australia's 1985-86 recession Mr Paul Keating, the Treasurer, gave warning, as the economy went into reverse, that the country was rapidly qualifying as a banana republic. Last week he admitted the economy was expanding much too fast.

The underlying problem then and now is the same: volatile commodity prices which all but eliminate any chance of macroeconomic stability. The collapse in worldwide commodity prices in the mid-1980s gave countries like Australia and Malaysia a sudden recessionary shock but also the chance to restructure their economies, widening the economic base to build up industrial production with higher value added.

The danger always was that the restructuring would be undermined by too rapid a recovery in commodity prices, putting strong upward pressure on the currency and inflation. That is exactly what has happened. The value of commodity exports has rebounded too fast, too soon. Some three quarters of Australian exports are still commodities or raw materials and five such items, all now booming - coal, wool, wheat, iron ore and beef - account for fully 40 per cent of Australia's total merchandise exports.

The results of the over-rapid recovery have been entirely predictable and Mr Keating, not for the first time, is caught

between a rock and a hard place. The overheating domestic demand implies higher inflation rates - they are already at 16 per cent - while the overvalued exchange rate calls for lower interest rates. Business, on the other hand, needs both lower interest rates and a more competitive currency before the long-awaited export gains of the last two years are lost.

Mr Keating has pursued liberalising policies - with the notable exception of the labour market - and a consistently tight fiscal policy. He is commendably building up budget surpluses to smooth out the effects of the commodity cycle but it is impossible to prevent leakage of the gains into the economy, with the destructive effects now evident.

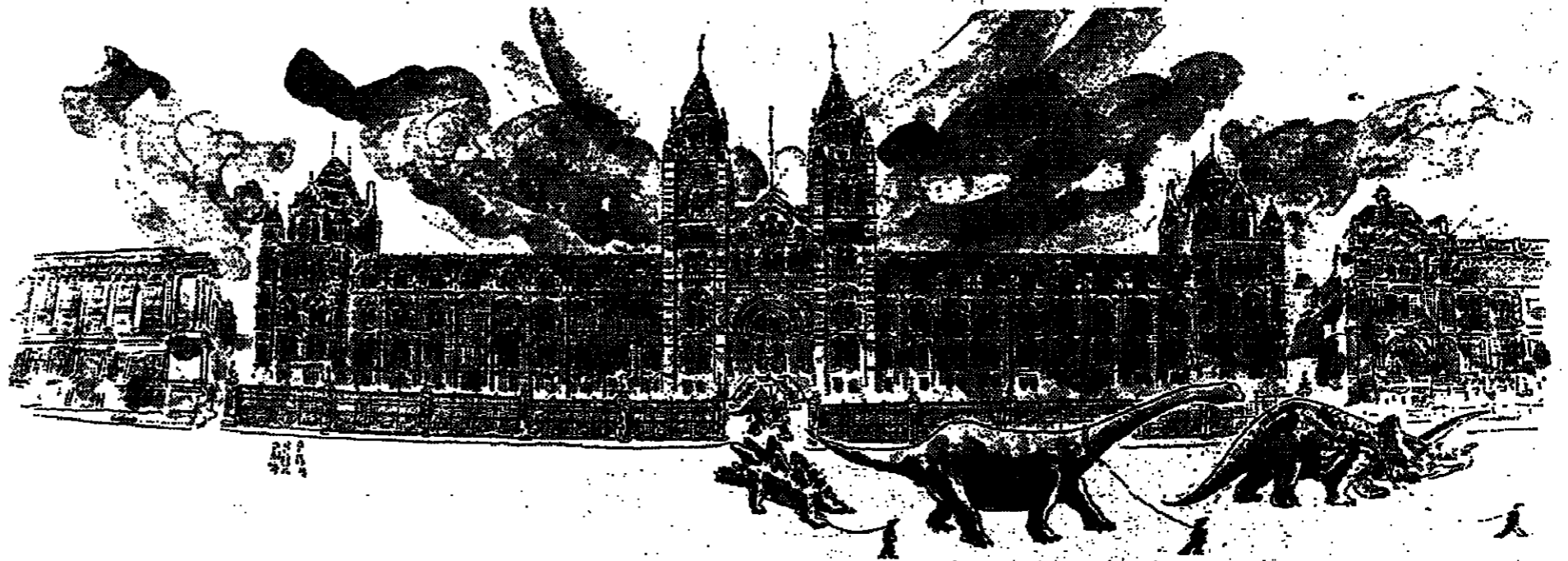
Mr Keating waited too long before wielding the interest rate weapon against domestic demand, when the danger signals appeared early last year he dallied. But interest rates are now starting to bite and the gravity of the economic difficulties is belatedly forcing speculators out of the currency. Mr Keating should be able to sit tight and wait, with occasional prayer, for his tight fiscal and monetary policies to work through, especially as commodity prices are also likely to ease later this year. But as usual there is no time.

Promised tax cuts

Cuts in personal taxes, the very stimulant the domestic economy does not need just now, are promised for June as part of the Government's pact with the labour unions to restrain strikes and wage demands. However, Mr Keating may be unable even to contemplate facing down the unions because, yet again, it is election time in Australia. Tax cuts are thought to win votes (and cancellation of promised tax cuts certainly loses votes). Mr Bob Hawke's Labor Government was elected in 1983, 1984 and again in 1987. There must be another election before April 1990 and the likeliest date is this autumn.

Australians not keen on bananas should refuse to endorse any party which does not have lengthening of the electoral timetable to four years at the top of its manifesto.

Antony Thorncroft on the row at London's Victoria and Albert Museum



Culture clash in Kensington

The Victoria and Albert Museum was awash with visitors last week, more than 30,000 of them, a third more than a year ago. Could it be that museum Year is off to an excellent start; or was it the new exhibition, Photography Now, pulling them in; or were they mainly voyeurs, intrigued by the row between the director of the museum, Mrs Elizabeth Esteve-Coll, and some of her leading curators, a row which has propelled the V&A into the headlines?

Certainly reports suggested a tempting spectacle: a philistine director attempting to turn into an offshoot of Disneyland one of the nation's great museums, which, with its South Kensington neighbours, the Science Museum and the Natural History Museum, forms the greatest museum complex in Europe. The reality is more mundane.

Mrs Esteve-Coll is belatedly trying to pull the V&A into the modern museum world, a world dominated by the market place. Her fellow directors at the leading national museums have, in the main, pushed through their internal revolutions, not least Mr Neil Cossons, who took over at the Science Museum almost three years ago, and Dr Neil Chalmers, who succeeded to the Natural History Museum last November.

Both museums now operate admission charges (which are still voluntary at the V&A). They are seeking more cash from business. They have reorganised their internal management, slightly trimmed their staff, and spotted and pursued profit centres in their operations, like shops and restaurants. There is little difference in their approach to that of independent museums, despite the fact that the Government will this year contribute £21m to the Natural History Museum and £17.6m to the Science Museum. The V&A is still screwing up its courage to go commercial.

The problem for Mrs Esteve-Coll is her staff, not so much the attendants, who are generally on her side, but the curators (keepers) of the collections. The V&A is not short of staff: they wages absorb 83 per cent of the £12.9m that the museum is getting from the Government this year to cover its running costs out of a total grant of £21.5m.

This is a frighteningly high slice. The comparable figure for the Science

Museum is 67 per cent and at the NHM just 54 per cent. With the wage bill set to rise faster than the planned increase in annual government funding, Mrs Esteve-Coll saw the museum diving into the red by 1991. Hence the need for urgent action.

But the staff at the V&A are not only expensive. They are also opinionated, eloquent and jealous of their reputation and their rights. The V&A employs some of the leading scholars in the country in such fields as Indian and Far Eastern antiquities, sculpture, textiles and costumes, ceramics and prints. Many of the curating staff were educated at the Courtauld Institute which, through its academic excellence, had traditionally exercised a stranglehold on most of the senior posts in the museum world. But now a new breed of entrepreneurial manager has taken the top job. Mrs Esteve-Coll, a librarian by background, was one of the first to be educated at the V&A by modernising the library, not an intellectual background to impress her more academic keepers.

The keepers had enjoyed considerable freedom under the rule of the previous director, Sir Roy Strong. When he attempted to ease the museum's financial problems by introducing voluntary admission charges in 1985 the staff mounted pickets outside the building. The ensuing hostility helped to persuade him to retire early.

Mrs Esteve-Coll took over two years ago and inherited a minefield. The V&A had not been administratively reorganised for more than 80 years and its system of having keepers responsible for every aspect of their departments, from display to research, was one of step with modern museum management. "It is ridiculous to have people with three degrees walking around the museum with baskets of ceramics and the like," says Mrs Esteve-Coll, justifying her new structure which effectively separates the scholars from direct contact with the collections.

Early in 1988 she embarked on a series of consultations which precipitated the crisis. By going for the maximum involvement of the staff she found herself plunging through a forest of conflicting recommendations and ideas. In the end the Treasury forced her hand. If she could find a quick solution there would be an extra £300,000 in cash to pay for any

necessary redundancies. With the encouragement of the new chairman of the Trustees, Lord Armstrong, the former Cabinet secretary, four keepers and five other leading scholars were offered generous redundancy terms. If they accepted within days they got the money; if not - the threat was left dangling. Eight have accepted and the crisis is temporarily defused.

The whole exercise was messy and precipitate. To the amazement of Mrs Esteve-Coll it led to an uneasy row, with many leading figures in the art world rallying round the sacked staff.

At heart this is a historic conflict of views about the role of a museum. For many curators it is a shrine to scholarship, where knowledge can be fashioned while an educated public, who can appreciate the objects, is spiritually refreshed. For Mrs Esteve-Coll a museum is a challenge to a wider, less educated, audience, who should be tempted in and then helped to enjoy more by down-to-earth labelling and imaginative displays.

"We must make our collections more accessible to people who have not had a higher education and who do not have much knowledge of the classics or the Bible. So our new Chinese gallery will have an interactive relationship with the visitor. We know from research that most people can only take in two or three ideas so rather than have a mass of objects we will concentrate on a few major themes, say death or eating, and show objects related to these activities."

The museum began life with a practical purpose, to improve design standards for British manufacturers in the heyday of the industrial revolution. Its correct name is the "National Museum of Art and Design." The expansion into pictures and the decorative arts largely came about through unexpected bequests.

The Trustees of the V & A are now well stacked with businessmen, some with a design background (Sir Terence Conran of the Storehouse group) some more committed to the museum's gallery will have an interactive relationship with the visitor. We know from research that most people can only take in two or three ideas so rather than have a mass of objects we will concentrate on a few major themes, say death or eating, and show objects related to these activities."

In the future, the V&A intends to sell its expertise harder. When the,

salerooms want an object authenticated they will be expected to pay, as will government departments if they need a V&A expert to give a valuation on a tax exempt antique.

In the autumn, when the Trustees once again discuss admission charges, it is probable that the V&A will fall into line with its neighbours by imposing a fixed admission charge. This should ease its financial problems. Voluntary charges will bring in £570,000 this year, but this is half the target of the Science Museum, and small beer compared with the £1.7m the NHM will take in admissions revenue this year. The obvious next step is one ticket which gives access to all three museums.

A commitment to an admission charge will depend on Mrs Esteve-Coll's willingness to face another row. She was caught off guard by the recent fracas, making herself hoarse with laryngitis trying to defend not so much her decision as her method. It was as if the powers at the V&A wanted to show where authority lay, to kill off the myth that keepers were set up for life.

It is all so very different across Exhibition Road. At the NHM, Dr Chalmers has inherited a post-revolutionary situation. It was his predecessor Dr Ron Hedley who, faced with the choice of closing down departments and shedding 76 research staff or imposing admission charges, went for the second option. There was the predicted initial 40 per cent fall in admissions. But now revenue is above target and is being used to smother up the museum: out with the glass cages of stuffed birds, in with push-button displays on ecology.

Along with this there has been a drive for sponsorship - Shell has invested £250,000 in new educational blocks; the dinosaur hall is set out for parties, which brings in £500,000 a year; and there have been improvements in the shop, the restaurant and publishing, with more changes planned. Already the NHM contributes 25 per cent to its running costs through its own efforts.

This pursuit of commercialism is not enough for Dr Chalmers. He is about to launch a Development Trust, aimed mainly at business, with the ambition of raising £5m in five years. Any company prepared to put up £2.5m can have a large gallery dedicated to its generosity. Visitor numbers - around 1.5m a year as against the 25m before charges - will be boosted by exhibitions: one on Chinese dinosaurs has just ended; another, of moving dinosaur models from the US, opens soon. The appetite for dinosaurs is unquenchable.

Down Exhibition Road, the Science Museum is already well into the new age. The first things you see on entering are models of the new Fiat. The car company has invested £1m in the museum's current exhibition of Italian design, and expects a little display space in return. The staff have cast aside their prison warden serge and wear bright new uniforms; the lighting has been revamped by John Reed from the National Theatre and the shop modernised by leading retailing expert Peter Leonard, with an immediate 25 per cent increase in turnover. Plans are underway for new galleries on information technology, aviation and computer sciences, with business targeted to pay. Current self-generated income of £2.2m is expected to double in four years.

"We wanted to change the traditional image of the museum," says Neil Cossons, whose vision is a world away from that of the keepers of the V&A. "We commissioned research which showed people thought of the Science Museum as gloomy, dull and dirty. If we don't renew ourselves, displays become dreary and the collections poorly kept. The pressure comes from the public: museum visits have doubled nationally in the last 20 years to 78m. I welcome the greater autonomy which has inspired a new confidence among museum directors."

Of course the revitalisation of South Kensington has been achieved at a starting price: a dramatic fall in the number of people visiting the museums. The Science Museum has not escaped the trend and there have been over 40 per cent fewer visitors since last October. It will take four years to make good the loss, and the casual browser may never come back.

But anyone offended by the throwing open of the museums to the market place, and aghast at the thought of paying to see national collections made up of bequests given in the belief of free access, may be surprised and reassured when they do venture back. There could well be some loss in back room scholarship, but the gains in accessibility, presentation and general élan will be considerable.

The killing of Dirty Den

Soap addicts all over Britain will be on the edge of their seats tonight as Thursday's edition of EastEnders begins. The life of Dirty Den, the philandering ex-publican who dominates the BBC's drama of everyday alcoholics, drug addicts and petty criminals, hangs by a string.

Dennis, played by Leslie Grantham, is due to depart from the series, and an episode has already been filmed in which he is shot by a thug after being released from prison.

The problem is that details of the plot were leaked to the press by the disgruntled actor who was due to do the dirty deed, but who was replaced at the last minute by a younger hired gun. The rumour is that an alternative ending has now been filmed, in which Den comes to a sticky end in some other way.

Observer has been in touch with the youthful assassin and has him secreted in a safe house in the north-west where he awaits the BBC's decision on Den's demise, which will be aired tonight.

There are several options. Brian Tinsley, Coronation Street's coffered garage mechanic, led the series when he was killed outside a disco earlier this week; so stabbing is probably out. Car crashes are passé: deadly illnesses lack the dramatic element which EastEnders has always provided, on and off the screen. Perhaps Grantham will choke on a mouthful of jellied eels. No one is telling.

New NatWest

NatWest may be the 13th largest bank in the world, with \$181bn of assets and almost 4,000 branches, but in America it wants to be seen as a hometown regional bank for the New York suburbs. This low-key policy is meeting unex-

OBSERVER

pected success. Announcing his decision to sell the 35 branch First National Bank of Central Jersey to NatWest for \$22m yesterday, Paul Mallon, the chairman, hailed his new multinational parent with faint praise. "It may be parochial," he said, admitting that his bank only operated in five of New Jersey's 18 counties, "but I believe that NatWest is one of the best banks in New Jersey."

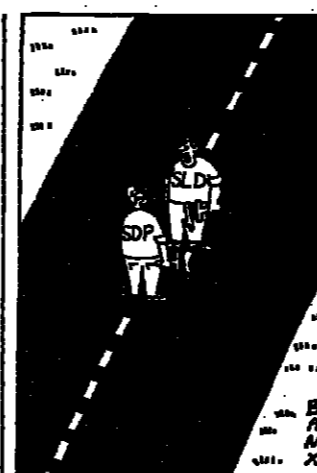
Black fury

Which leading newspaper proprietor recently called another "buffoonish and demagogic"? The answer is Conrad Black - chairman of the Sunday and Daily Telegraph - on Robert Maxwell.

The two of them have been slugging it out in the pages of Canada's Financial Post. Black, who is Canadian-born, takes himself very seriously as a constitutional historian and has a column in the paper, to whose board he belongs. In the last few weeks he has used it to warn Quebec of the dangers of going too far in the pursuit of the paramourcy of the French language. The articles have been balanced: certainly not anti-Quebecois.

Then in stepped Maxwell, who made a speech in Quebec on February 6, deploring the Black position and presenting himself as a "substantial investor in Quebec," a friend of Robert Bourassa, the Premier. Black responded by accusing Maxwell of giving a "scandalous and grotesque misrepresentation" of his views.

"It has been my policy as a British national newspaper proprietor," Black wrote, "never to encourage or even tolerate ungenerous reflections on my fellow newspaper chairmen... but I would be remiss if I allowed to pass



"No, you move out of the way."

without comment your buffoonish and demagogic insertion of yourself, at my expense, into what is a serious question of public policy."

Maxwell has replied that he is sorry Black is in "such a dudgeon" but hopes that "people like you and me, prominent in public life" can continue to debate trenchantly in public "while remaining perfectly good friends and colleagues in business." Since Maxwell has repeated his allegations that Black is encouraging the English-speaking population to leave Quebec, that may be wishful thinking. Black says that Maxwell only invested in Quebec in the first place after taking his advice.

Patronage

Perhaps nowhere does political patronage work quite so fast as in Italy. The election of Arnaldo Forlani as the Christian Democrat Party's secretary in succession to Ciriaco De Mita has already triggered speculation about immi-

nent changes in key positions in the Rai, the state radio and television service, T1, Italy's giant industrial holding company, and some banks.

Romano Prodi, the Iri chairman, is in any case due to leave in October, but Forlani's arrival is seen as a sign that the succession will go to Franco Piga, chairman of the Consob, the stock exchange regulatory agency. The changes in broadcasting could happen more quickly.

In the banks, Piero Barucci's present position as chairman of the Italian bankers' association should keep him at the top of Monte dei Paschi di Siena for the time being, but another De Mita friend, Gianni Zandano, the president of San Paolo di Torino whose term officially expired some time ago, may now be contemplating his future.

Absent Young

Lord Young of Gramham, the Trade and Industry Secretary, has upset Tory backbench peers as well as the Opposition benches in the Lords by his prolonged absence from the government front bench during debates on the Companies Bill.

Young has chosen to delegate the task of replying to the detailed and often complex issues raised during the committee stage of the bill to junior government spokesmen. The occasions on which they have found it necessary to promise to write to peers to explain points they have not been able to deal with at the Dispatch Box have been so numerous that one Labour peer suggests that the bill will be the first measure to reach the statute book as a result of a correspondence course.

Comforting

Heard from an American lady in Fleet Street yesterday. "The City is my favourite part of London - so many churches to go into when it rains."



INSOLVENCY PRACTITIONERS ASSOCIATION

The Insolvency Practitioners Association is pleased to announce the results of its November 1988 Examinations:

The L.F. McCulloch Memorial Prize for the Best Overall Performance and the Poppleton & Appleby Prize for Liquidations: A.S.M. ROBERTSON (Arthur Young, Cambridge).

The Samwell Prize for the Best Receivership Paper: N.G. KILBORN (Grant Thornton, Liverpool).

The Ian Highley Bankruptcy Prize: I.J. ALLAN (Grant Thornton, London).

The following successful candidates have completed all the examinations and now become eligible for membership of the Association:

I.J. ALLAN (Grant Thornton)
C. LAUGHTON (Spicer & Oppenheim)
A.M. SANDERS (Grant Thornton) J.B. DALTON (Grant Thornton) J.A.G. DALTON (Grant Thornton) M.E. BANFIELD (Grant Thornton) J.D. NEWELL (Arthur Andersen & Co.) L. ROSS (Grant Thornton) C.F. SMETHURST (Arthur Young) M.D. WHITE (Grant Thornton) R.J.T. GROVES (Grant Thornton) P.P. MULLIS (Grant Thornton).

ECONOMIC VIEWPOINT

Don't pretend to repay that Debt

By Samuel Brittan

The UK's net public sector debt amounted at the end of March 1988 to £171,800m or 82.6 per cent of gross domestic product. The Public Sector Debt Repayment for 1989-90 has been estimated by the Institute for Fiscal Studies and Goldman Sachs at £17m on the assumption that Budget changes are limited to the indexation of personal allowances and the revaluation of specific duties.

Why not then pay off the National Debt, a notion being seriously peddled from 10 Downing Street, on superficial arithmetic, could be paid off in less than 10 years. For the £17m per annum now paid by the public sector in debt interest would itself decline rapidly, making for higher surpluses and still faster repayments.

The summary answer for the busy executive is that paying off the National Debt is a laudable objective of policy based on a confusion between the public sector and a pretty crude form of personal finance.

I say pretty crude, because as one colleague commented: "It suggests that I should sell my house, use the proceeds to pay off the mortgage and buy a tiny dwelling in which I would live in squalor, just to say that I am not in debt."

The advocates of repaying the National Debt commit a very similar fallacy. For they forget that the public sector has liabilities, which in 1988 exceeded liabilities to provide a net worth of £220bn. It has always been accepted that there was a difference between pure deadweight debt incurred to finance a war or a spending spree and debts which are offset by assets of definite value and are normally turned over rather than repaid.

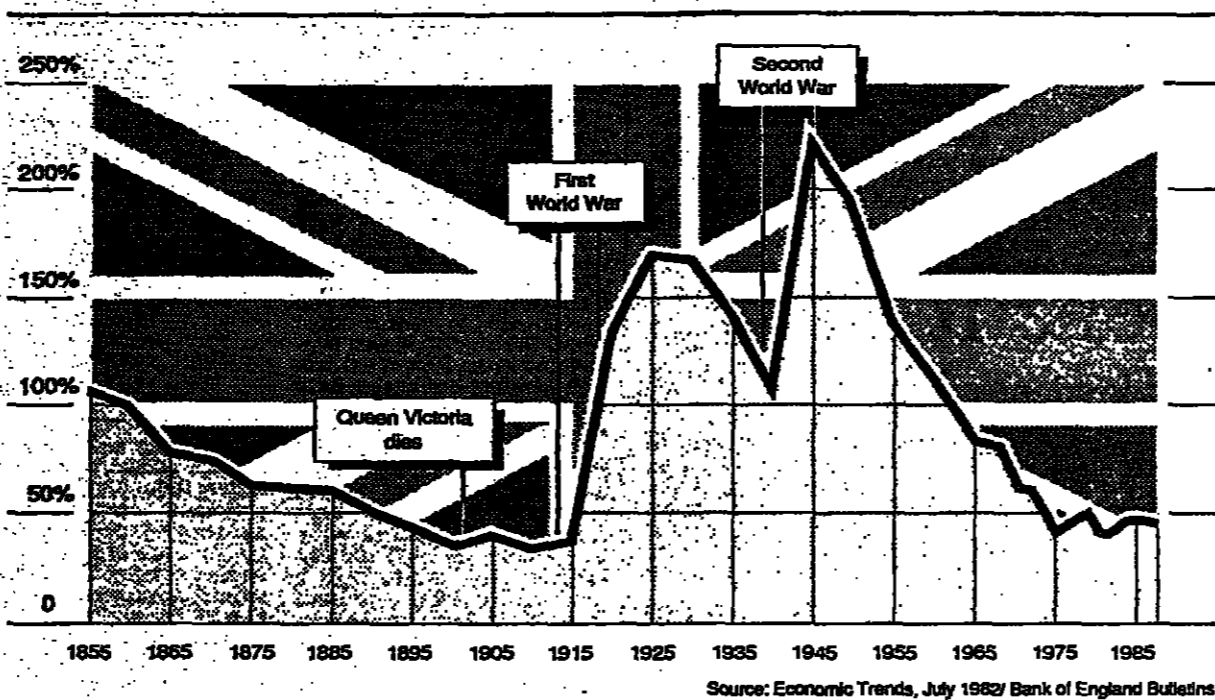
The main public finance gain from repaying the National Debt would be a very simple one, namely the elimination of the £17m of annual interest payments already mentioned, which is equivalent to roughly 10 pence of the basic rate of income tax.

But it is surely irrational to pay higher taxes than we need for the next 10 years in the hope of a sudden drop of 10p after a decade. The rational citizen would anticipate events by bringing forward his or her consumption on the basis of the anticipated tax cuts. So the effects of super large budget surpluses on public sector savings would be partially or completely cancelled out by still lower or even negative personal savings.

Abrupt changes in tax rates without pressing economic reasons are in any case distortions to be avoided. Instead of waiting for a sudden 10p tax cut after a decade it would surely be better to have gradual remissions building up in the intervening years. One year is surely irrational to pay a National Debt to GDP ratio which is gradually getting smaller, but never reaches zero. Indeed, this is exactly what has happened.

In absolute cash terms the National Debt has never fallen significantly. Any repayments from Sinking Funds in Victorian times were too slight to make much impact. Nevertheless the growing prosperity of the 19th century allowed the ratio of National

Ratio of UK National Debt to GDP



Source: Economic Trends, July 1982; Bank of England Bulletin

Debt to GDP to fall from about 100 per cent in 1855 to below 50 per cent on the eve of the First World War. It rose rapidly again during the two world wars, but fell very sharply after 1945, mainly due to the effects of inflation. In wiping out the holdings of those who had been misguided enough to keep their savings in gilts or other fixed interest forms.

But from about the time of the stabilisation package arranged with the International Monetary Fund by the Labour Government in 1976 and on into the Thatcher Government from 1979 onwards, the public sector debt ratio stopped falling and even rose slightly at times. It was only with the low borrowing and eventual Budget surpluses experienced since 1986 that the debt ratio has started to fall again.

Strictly speaking there does not have to be a Budget surplus or even balance for the public sector debt ratio to decline. It could do so at zero inflation with a borrowing require-

ment of anything below 1 per cent of GDP. The simpler target of a Budget balance leaves a margin to spare.

Everything said so far takes the National Debt repayment idea with a seriousness it does not deserve. The truly rational reaction of a citizen on hearing the announcement of a series of surpluses designed to repay the National Debt would be not to anticipate tax cuts a decade later, but to anticipate higher public expenditure long before. Already, one only has to tune in by chance to a broadcast discussion on any worthy subject

whether education, health or the environment - to hear someone saying: "There is no excuse for the government not spending more now that its coffers are so full." The only surprise is that these arguments have been so long in getting off the ground.

There is another important point which may appear presentational. There has been a new fashion in Budget principles almost every other year. Originally, government borrow-

ing was to be held down to reduce the load on interest rates and monetary policy. Then we had a policy of running a small deficit to stabilise the public sector debt ratio. This was followed by the policy of balancing the Budget over the cycle as a whole. It would strain credulity too much to change to yet another principle of running a permanent surplus to repay the National Debt.

Let us, nevertheless, suppose that the Chancellor does not feel able to remit taxes enough to prevent his surplus from rising. It would be simpler and more accurate for him to say that until he is sure that inflation is on the turn, he cannot afford to take any risks with demand; and he has therefore to postpone the move from surplus to balance.

If he wanted to use some economic code words he could talk about "model uncertainty" and "announcement effects." The truth, however, is that the habit of purdah, which has prevented the Chancellor from

explaining to the public that a neutral Budget requires tax remissions, is likely to cost the taxpayer a good £2bn in the next financial year.

So far I have taken at its face value the argument that prospective surpluses would allow the Government to repay the National Debt in 10 years or less.

But a closer examination of the composition of the Public Sector Debt Repayment casts grave doubt on the prospect. An examination by Chris Dillow of the Swiss Bank Corporation's former UK Economics Department manages to reduce the underlying repayment by over £15bn per annum. The deductions are of very different kinds. The £7bn for asset sales, including council house sales as well as privatisation, seems fair enough. For revenue from such sources basically substitutes one form of financing for another and only shows up as debt reduction because of accounting conventions. Dillow also estimates that the surplus is swollen by £4bn per annum by temporary cyclical flows.

Other deductions are more debatable. The expected £15bn repayment from public corporations is a partly pre-privatisation phenomenon which will not continue indefinitely. Now by £4bn per annum by temporary cyclical flows.

On the other hand, there are always going to be some windfalls on non-recurring items in the Government's or any other organisation's cash flow. Moreover, if one is trying to make full use of the surplus, one would also have to deal with distortions the other way. There is the use of revenue for asset accumulation already mentioned - despite the problems of deciding in what sense schools and hospitals are income generating. There are other favourable corrections, much loved by some economists, to take account of the fall in the real value of government debt, even during periods of moderate inflation.

The attempt to work out a single "true" public sector balance is probably futile. If I were the Chancellor I would dwell quite heavily on the non-recurring aspects of some revenue items to knock on the head the belief that there exists a vast reserve available to finance public spending. I would also send proposals to the Treasury Committee for a common-sense and unambitious improvement in the public sector accounts by deducting just asset sales - without attempting to be too comprehensive or too consistent. In addition I would also make a "memorandum estimate" of the business cycle element in the surplus without attempting the hazardous job of constructing a full cyclically corrected Budget balance.

Some people argue for a long-run public sector surplus to add to the national savings ratio. In my view the idea is inherently objectionable and is in any case unlikely to work. But the issue should be discussed on its merits, and not muddled by spurious talk about paying off the National Debt.

BOOK REVIEW

A most humble public servant

AN INDUSTRIALIST IN THE TREASURY
By Edwin Plowden
Andre Deutsch £15.95

Lord Plowden is "the Great and the Good" made flesh. The phrase refers to Britain's collection of personages, some able and some merely distinguished, who can be relied upon to perform a public service with enthusiasm and honesty. Revolutionary Thatcherites tend to sneer at such people, as do those on the far Left who hope to turn the world over. The rest of us can take "the Great and the Good" at face value, as referring to some of the finest, although not always the most far-seeing, persons of influence the country has produced.

Having served as Chief Executive at the Ministry of Aircraft Production during the Second World War, Lord Plowden became the then Labour Government's Chief Planning Officer in 1947. He stayed on at R.A. Butler's request when the Conservatives took office in 1951. Three years later he became the first chairman of the Atomic Energy Authority. He took over at Tube Investments in 1960, but continued to do his bit for the rest of us by serving on a wide variety of Government committees.

These recollections, which mostly cover the years 1947-51, are a pleasure to read. The style is a mixture of two admirable traits: the restrained, economical prose of a well-trained Treasury man and the gentle humour of a Plowden. He writes of Labour's post-war Chancellor, Stafford Cripps, as a lawyer *par excellence*. He would show the most remarkable mastery of facts and clarity of exposition even when he might not actually fully understand a subject.

It also happens that Edwin Plowden was present at a number of important moments in those formative years. It was he who set sail with an ailing Cripps and an ill Foreign Secretary Ernest Bevin on the Mauritania on August 29, 1949. Their mission was to tell the Americans that sterling would be devalued, and to negotiate support in return. The then rate was \$4.03 to the pound. In Washington, where the British delegation finally got down to details, the internal debate ranged between \$2.80 and \$3.20. Lord Plowden and other officials wanted the lowest figure. "Bevin turned to me and

asked: 'What effect will a rate of \$2.80 have on the price of a standard loaf of bread?' Anticipating such a question, I had cabled to London for this information. I was able to give him an immediate reply and he nodded."

The following year the Government faced an ultimatum from the French. Join the talks on what became the European Coal and Steel Community or be left out while six continental countries went ahead. Young Plowden and his colleagues tracked down Herbert Morrison, who was acting Prime Minister at the time, to the Ivy Restaurant. They all retreated to a passage/store-room at the back. After a pause for thought, Morrison was asked by Churchill, then back in Downing Street, what it would cost to make a hydrogen bomb. He reported the price to the Prime Minister, who replied: "We must do it. It is the price we must pay to sit at the top table."

It is plain that Britain's post-war cabinets, whether Tory or Labour, were the servants of events; nor was the Treasury any more their master. Lord Plowden excuses the collective failure to see Europe as his good friend Jean Monnet saw it - as a burgeoning independent federation - by pointing out that the British people were not ready to abandon either the Commonwealth or the special relationship with the US. "At any time, it is all too easy to look back at our earlier selves and to criticise them for their lack of vision of the future and their preoccupation with the past," he writes.

Yes, but why does one get the feeling that on the big issues (like the EC), little has changed?

Joe Rogaly

LETTERS

'We can wait no longer' Rights to 'rights'

From Mr David Davis MP.
Sir, You rightly pointed out in your editorial 'Opening up the docks' (February 15), that the case for abolition of the National Dock Labour Scheme is overwhelming. In making the judgment that the abolition of the scheme could be negotiated, no doubt you reflect the hopes (if not the expectations) of most reasonable people.

Certainly, those of us on the Government benches in the House of Commons who have made the running in the campaign to get the scheme abolished have sought a negotiated solution if at all possible. In my own Ten Minutes Rule Bill this negotiated option was proposed. In the very early opposition of Labour MPs sponsored by the Transport and General Workers Union (TGWU); in my paper "Clear the Decks" it was mentioned - and ignored; at the Centre for Policy Studies conference on the scheme, my recommendation of a negotiated solution was spurned by the dockers' leader, John Connelly, and his colleagues.

Unfortunately, members of the registered dock workers' union of the TGWU seem determined to make martyrs of themselves in defence of this

obsolete monstrosity. We have exhausted the options, and can wait no longer.
Each day that passes sees another decision to locate a factory in order to exploit the single European market after 1992. Yesterday, Nissan; today, Toyota; tomorrow - who knows?

The fact of the matter is that many of the scheme ports are in ideal locations to exploit and serve the European market - but will not do so as long as the scheme creates a *cordon sanitaire* which no sensible industrialist will breach.

In my view, there are 50,000 to 100,000 jobs to be had as a result of this, by abolition of the scheme. But the investment decisions are being made now. By 1992 the investments will all be "sunk costs," and will not easily be moved (certainly not if they are in Spain or Italy rather than Yorkshire and Humbersides). So while we would all love to see a negotiated outcome to this problem, we can no longer wait on the TGWU's *amour propre*. Negotiation we would like, but action we need. Unfortunately the costs of delay now exceed the costs of conflict.
David Davis,
House of Commons, SW1

Good reason for going local

From Professor D. Greenaway.
Sir, William Dawkins's "Some original ideas on the limits to free trade" (February 10) identifies the proximate causes of a growing interest in local content rules as: trade frictions with Japan; the growing complexity of consumer electronics; and a desire on the part of Japanese companies to be located near the market.

The real driving force is hinted at elsewhere in the article: protectionism. In recent years some European governments have used devices like voluntary export restraints and anti-dumping action to slow the growth of imports of consumer electronics and motor vehicles from Japan in particular. Some companies concerned have reacted by setting up plants behind the restraints. Nissan is a good example.

Can we really believe it would have located here in the absence of quantitative restrictions of various forms in the UK, France and Italy? Without

them there would have been no real incentive to invest; it would have exported direct from "home base." The local content requirement is then imposed for two reasons: to blunt the competitive edge of the new firm and to redistribute some of the gains these firms realise by being located in a sheltered market. As with most protectionist measures, producers gain and consumers pay the price.

The prospect of a "Fortress Europe" has increased its attraction as a location for direct investment - not necessarily to gain a presence in the single European market per se, but to circumvent possible restraints on access to that market.

Seen thus, current discussions on local content can be interpreted as a debate about the appropriate entry price.
D. Greenaway,
Department of Economics,
The University of Nottingham,
University Park,
Nottingham.

From Mr Stephen Hester.

Sir, The letter from Mr Sandford (February 20) in support of pre-emptive rights and the small shareholder seems to miss some critical points.

It is uncontroversial to assert that companies should attempt to raise new capital on the least costly manner. Cost can indeed be measured by the resultant value of the shareholders' investment in the company. But it is not true that selling new shares outside the rights system at a discount necessarily transfers wealth from existing shareholders, as compared to shares being sold, usually at larger discounts, via the rights system. Shareholders' return on investment is maximised by a combination of income received and the capital gain implicit in a rising share price. The net proceeds available to shareholders from selling their "rights" in the market almost never equals the theoretical value arising from the discount offered.

Furthermore, share prices after a rights issue are often depressed - more supply, no more demand - and certainly no long-term credit accrues to the company from shareholders receiving "extra value" by way of the rights. A smaller discount offered to new investors which avoids market depression may often increase the value of existing shareholders' investment, particularly from the perspective of the small shareholder with higher costs and no income to derive

from the sub-underwriting cartel.

Second, the belief that defending pre-emptive rights encourages individual share ownership seems particularly questionable. Pre-emptive rights concentrate new share ownership in the hands of existing institutional shareholders - the small holder is the investor least likely to have further disposable income to invest at the time of a rights issue.

It is no coincidence that countries like the US, with broader share ownership, have an efficient retail brokerage system that survives from promoting and maintaining this broader ownership. Retail share ownership is best promoted around corporate events - such as new issues of shares. The experience of UK privatisation issues further demonstrates this point.

The connection between US share brokerage success and value arising from the absence of pre-emptive rights which inhibit the flow of stock and commissions that in turn sustain retail brokerage.

Few people dispute the ultimate rights of shareholders to the company. It is apparent, however, that a restrictive application of pre-emptive rights may actually defeat the objective of defending value - most particularly for the small shareholder.
Stephen Hester,
Credit Suisse First Boston,
2a Great Titchfield Street, W1

1992 action strategy

From Mr Tudor Rickards.
Sir, Recently a young German engineering student, just beginning work on the sandwich component of his degree, visited me.

His employer, the director of an innovation service firm (a firm specialising in transferring technical services between companies), had sent him immediately on a three-week immersion course in business English. He had also been given a practical project: a list of 100 UK-based business leads to contact. (This even before he began work in his employer's German offices.)

This anecdote seems to me to capture the effort and initiative required of organisations striving to take advantage of the changes in the European

Community as we approach 1992's single market. It is imperative that UK businessmen match such efforts.

But it will be dangerous complacency to assume that we shall only need English to succeed in international marketing. This may well prove necessary, but not sufficient. We shall also have to do business in the language of each local market.

I echo calls for firms to set up action groups to study their 1992 strategy? An important agenda item for such groups is to establish a strategy for recruiting and developing people to communicate in the language of their key markets.
Tudor Rickards,
Manchester Business School,
University of Manchester.

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PLESSEY HOTLINE PLESSEY H

PLESSEY TO UPDATE MANCHESTER AIRPORT

Aircraft approach control facilities at Manchester Airport are to be updated by Plessey under a contract awarded by the Civil Aviation Authority. Plessey will also update the sub-centre for en route and area control in the region.

Part of a £600 million investment programme, the system will use the latest display and processing technology. It will be known as NODE (National Air Traffic Services Operational Display Equipment).

Plessey won the order

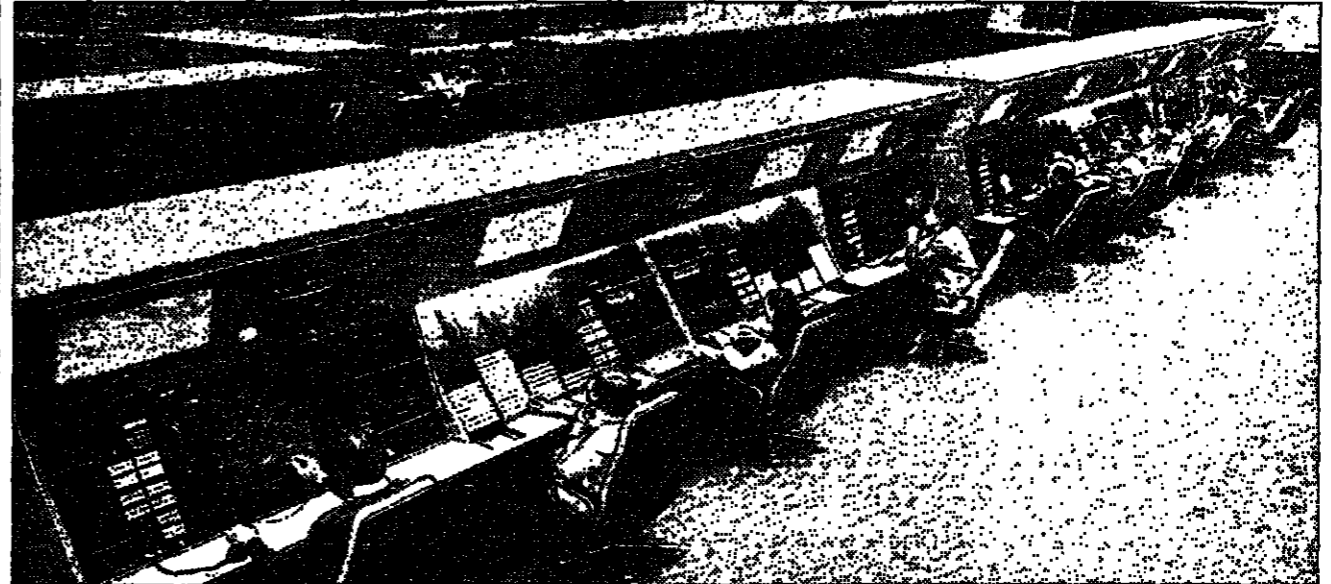
against strong domestic and international competition. The system will take data from eight radars providing cover from the Midlands to the Scottish border, process it and present the information to air traffic controllers on newly developed 20-inch raster scan displays which can be viewed in high ambient light. Previous-generation displays needed semi-darkened rooms.

A key feature will be the ability of the system to expand to meet forecast increases in air traffic into the next century. Even more advanced facilities are possible in the future, such as the ability to detect conflicts between flight paths and warn controllers.

The new system will replace one supplied by Plessey in the mid-1970s.

Manchester will also be the first airport to receive a Plessey Watchman air traffic control radar supplied as part of the CAAs airport radar replacement programme.

Plessey is a world leader in sensors and systems for air traffic control and the supply of complete airfield systems.



Operations room at the Vienna Air Traffic Control Centre, equipped with Plessey display systems.

NEW HELICOPTER MONITORING SYSTEM

A new monitoring system to improve helicopter safety and reduce operating and maintenance costs is to be developed jointly by Plessey and Bristol Helicopters.

The Health and Usage Monitoring System (HUMS) satisfies the requirements of impending mandatory legislation to fit accident data recorders to all helicopters above 2,700kg in weight.

The system also gathers and processes data from critical components such as engines, transmission and rotors.

While there are other systems that monitor equipment and record flight data,

HUMS provides a fully integrated capability. On-board displays monitor critical components and the information is stored on a ruggedised disc in the flight recorder. The same box also records, separately, the flight data. At the end of every flight the pilot replaces the disc and the information can then be analysed by the maintainers.

Bristol Helicopters, the world's leading civil helicopter operator, has already placed an initial order for 40 systems for their Aerospatiale Super Puma and Sikorsky S61 aircraft. Delivery and installation will begin in 1990.

SATELLITE NAVIGATION ORDER

The satellite navigation receiver developed by Plessey for use with the new Global Positioning System has been selected by Westlands for the Royal Navy EH101 helicopter development programme.

The receiver has been successfully evaluated worldwide in ships, submarines and aircraft.

Although extremely small and light, it offers full military performance and a high navigation update rate, enabling it to be used on its own or inte-

grated with other navigation sensors.

The system is accurate to within 16 metres in all three dimensions and also gives bearing and velocity.

Plessey has also received orders for the receiver from the Australian and UK Ministries of Defence.

Another order for GPS equipment has come from IIT Avionics - a significant milestone in moves to grant IIT a full manufacturing licence early next year.



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FINANCIAL TIMES

Thursday February 23 1989

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Khomeini uses Rushdie affair to denounce liberals

AYATOLLAH Ruhollah Khomeini, Iran's 86-year-old spiritual leader, yesterday seized on the Rushdie affair to denounce liberals in his regime who have tried to soften the country's hardline Islamic image, writes Victor Mallet in London.

national relations and liberalise internal politics. Last week the Ayatollah told Muslims to kill Mr Salman Rushdie, the Indian-born British novelist, for his book The Satanic Verses. His repeated death threats provoked outrage in the West and diplomatic sanctions from the European Community.

impression that the Islamic Republic of Iran is deviating from its principled positions. Several Iranian leaders have this year - 10 years after the overthrow of the Shah - been advocating a more open attitude to the outside world as the country tries to rebuild its economy following the Gulf war against Iraq.

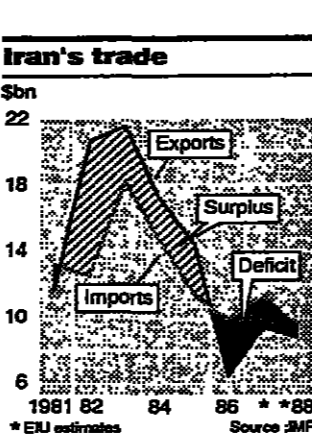
day official visit to Yugoslavia, reaffirmed the death threat against Mr Rushdie. He said an arrow of retribution had been fired at Mr Rushdie. When asked to clarify the remark, an Iranian interpreter said that President Khamenei had said in Rushdie's case "An arrow is travelling towards the heart of the blasphemous bastard Rushdie. He must be killed."

EC stand-off with Iran may benefit East

Europe could lose trade in dispute over Rushdie, FT Correspondents report

WHILE the West was in uproar this week over Ayatollah Khomeini's call to Muslims to kill Mr Salman Rushdie, the British writer, Iran quietly opened a consulate in the Chinese port of Shanghai.

like South Korea, North Korea, Singapore and Japan. We would also produce more of the things we need in Iran," he said. The total value of Iranian imports this year is likely to be about \$10bn, he added, of which 70 per cent will come from Europe.



on reconstruction and the recent agreement - now overtaken by events - to restore full diplomatic ties. The UK Government's Export Credits Guarantee Department says demand for its cover increased after the end of Iran-Iraq hostilities in the middle of last year.

Tuesday that efforts to improve trade ties with Iran should continue despite the Rushdie affair, although his own planned visit to Tehran is likely to be affected by the EC ban on high-level contacts with Iran.

The implications will not be lost on those seeking a share of the potentially lucrative reconstruction business in Iran following last year's ceasefire in the Iran-Iraq war. Iran's revolutionary leaders have long emphasised the need to avoid dependency on West or East, and the point was underlined this week after most Western European countries decided to withdraw their ambassadors from Tehran because of the Rushdie affair.

But the stand-off over the Ayatollah's death threats will certainly make business more difficult for the EC countries involved, especially Britain, and is likely to improve the chances of Asian and Eastern European nations already involved in countertrade deals with Iran. President Ali Khamenei has been visiting Yugoslavia and Romania.

Iran's trading partners table with columns for Exporter, Value, and % of 1987.

More than 30 companies were hoping to attend to discuss the power generation industry and improvements to Iran's production and export of hydrocarbons and petrochemicals.

French businessmen appear to be taking the industry minister at his word. Peugeot, which in January signed a contract to ship engines and car kits worth about FF10bn (\$1.58bn) over 10 years, has already despatched the tools of the first batch of kits of its 405 model for assembly in Iran.

Neither the Europeans - with Britain and the other 11 members of the European Community in the forefront of the diplomatic tussle with Iran - nor the Iranians have so far threatened economic sanctions against each other. European companies want Iran's oil money, and Iran needs expertise and equipment to repair its oil industry and infrastructure after the war.

Even before the Rushdie affair, Iran's trading partners faced difficulties with Iran's shortage of cash, its unwillingness to borrow for political and religious reasons, and its internal power struggles.

Iran wants German help to finish the \$3bn nuclear power station at Bushehr which has been built by Siemens-KWU. It had been expected that KWU engineers would return to complete the project when the war ended, but they have not yet done so because of a dispute over sensitive equipment. Iran is threatening to ask the East Germans or another Eastern bloc country to finish the job.

France, President Francois Mitterrand yesterday denounced Iran's attack on Mr Salman Rushdie as "the absolute evil", but for French industrialists it is business as usual.

French officials believe they have been left behind by West Germany, Japan and Italy in the race to reopen trading relations with Iran and profit from reconstruction. They are now impatient to catch up - a process they thought they had begun with the much-trumpeted visit of Mr Roland Dumas, the Foreign Minister, to Tehran earlier this month.

Soviet party officials survive reformers' election challenge

By Quentin Peel in Moscow

LONG AND stormy election meetings in many parts of the Soviet Union have drastically reduced the number of candidates standing for the country's new Congress of Deputies next month, according to the latest reports reaching Moscow.

At a separate Moscow meeting, however, Mr Boris Yeltsin, the popular but disgraced former Moscow city Communist Party leader, was successfully nominated as a candidate in the final poll on March 26.

leader. Although he was put forward in several constituencies, he has chosen to stand in the most obscure.

Other key party figures standing unopposed include Ms Valentina Shevchenko, chairman of the presidium of the Supreme Soviet, Mr Nikolai Golushko, chairman of the KGB - the state security committee - in the republic, and Mr Yevgeny Katchalovsky, the First Deputy Prime Minister.

No final figures are likely to be published before next week, after the current phase of selecting candidate lists finishes on Friday. However, indications so far suggest that many old-style Communist Party officials have succeeded better than reformers in getting onto the lists.

And in at least one area - the Baltic republic of Lithuania - the election has taken on almost a multi-party look, and aroused increasingly angry exchanges, with candidates for the Sajudis nationalist movement standing against many top Communist Party officials.

Back in Moscow, Mr Yeltsin's confirmation of a candidate for Moscow came only after a stormy 14-hour meeting, which cut the list of candidates from 10 to two. He will face a candidate with strong official support, Mr Yevgeny Brakov, over sensitive equipment. Iran is threatening to ask the East Germans or another Eastern bloc country to finish the job.

The study was undertaken with the help of 24 large companies from 11 countries, which included Societe Generale de Belgique in Belgium; Nokia in Finland; Thomson in France; Waterford Glass in Ireland; Olivetti in Italy; Philips in the Netherlands; Norsk Hydro in Norway; Telefonica in Spain; Volvo in Sweden; Nestle in Switzerland; BAT Industries in the UK; and Siemens in West Germany.

In the key Ukraine republic, the second most populous in the country, a string of top Communist Party officials, including Mr Vladimir Shcherbitsky, the veteran party leader and Politburo member, have managed to get themselves nominated unopposed in remote rural seats.

Sharp questioning on the meaning of democracy, as well as on the state of the economy, has been thrown at Mr Gorbachev on his Ukrainian tour, although little has crept into the official television and press coverage.

It is in Lithuania where anything approaching a genuine choice is being offered to Soviet electors, resulting in a serious strain in relations between the local Communist Party leadership and the Sajudis movement. A plenum of the party accused Sajudis of including extremists in its ranks.

Education and training needs to be transformed urgently throughout Europe if companies are to remain competitive with their US and Japanese counterparts, according to a report published yesterday by a group of leading European companies.

At the same time one of the most outspoken champions of perestroika, Mr Vitaly Korotich, the editor of Ogonyok magazine, was axed as a candidate by the Communist Party.

Urgent changes sought in European education

By David Thomas, Education Correspondent, in London

EDUCATION and training needs to be transformed urgently throughout Europe if companies are to remain competitive with their US and Japanese counterparts, according to a report published yesterday by a group of leading European companies.

throughout Europe and spiralling demand by companies for highly trained manpower, the report warns that Europe could lose its technological edge without sweeping educational reforms. Among the recommendations in the report are:

The report, prepared by the Round Table of European Industrialists, claims to be the most extensive investigation ever of education on a Europe-wide basis. It was headed by Mr Jacques Delors, European Commission president. The study was undertaken with the help of 24 large companies from 11 countries, which included Societe Generale de Belgique in Belgium; Nokia in Finland; Thomson in France; Waterford Glass in Ireland; Olivetti in Italy; Philips in the Netherlands; Norsk Hydro in Norway; Telefonica in Spain; Volvo in Sweden; Nestle in Switzerland; BAT Industries in the UK; and Siemens in West Germany.

Education for Life: A European Strategy. Butterworths, Borough Green, Sevenoaks, Kent TN15 8PZ, England. £8. UK schools opt out, Page 6

WORLD WEATHER

Table with columns for location, temperature, and weather conditions for various global cities.

United front on inflation

Continued from Page 1
trial countries, especially the UK. Mr Pierre Berégovoy, his French opposite number, added that because of its trade deficit, France would in the next two years limit its tax cuts to what is necessary to achieve a harmonisation of capital taxation in the European Community, maintaining its budget deficit at about 1.6 per cent of gross domestic product.

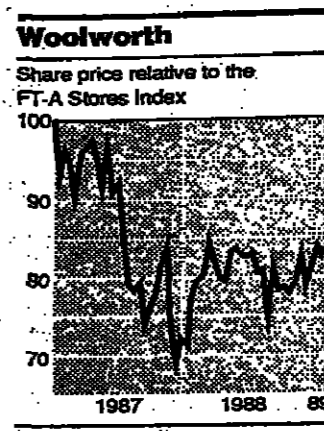
Fall in markets after US figures

Continued from Page 1
US financial markets dropped sharply in reaction to the consumer prices figures and inflation warnings, Janet Bush in New York adds. The most dramatic reaction yesterday was in the stock market where selling began immediately after the figures were released and accelerated during the day, wiping out nearly all the sharp gains made during the previous four sessions.

THE LEX COLUMN

Downfall of the high-yielders

The foreign exchange markets are notoriously fickle, but there is just a hint that economic fundamentals may be starting to reassert themselves. This must be bad news for all those currencies which have been propped up by high interest rates. The 8 per cent drop in the Australian dollar over the last fortnight, despite local interest rates of 18 per cent plus, is the most dramatic example of domestic economic worries taking centre stage again. But the US dollar, sterling and several more esoteric high yielding currencies have also been coming under pressure.



group. At this point in the consumer cycle, the defensiveness of Woolworth is an asset, especially when the market is worried that the super-growth B&Q will suffer from the squeeze on the housing market, while Comet is unfortunately positioned in the retailing front line. If the name Woolworth means safety to the battered stores investor, now would seem an odd time to be shedding it.

This partly reflects a belated recognition that interest differentials have begun to narrow. Since UK base rates were raised to 13 per cent in November, short-term West German interest rates have risen by a third, and whereas worldwide interest rates are still rising, there had been a growing feeling in the UK that the next move in interest rates would be down rather than up, and sooner rather than later. This is now looking hopelessly optimistic, which helps explain yesterday's drop in the London equity market.

ing efficiency and economies of scale. If London's screen-based system falls apart, through the regressive new rules on market-making or because the institutions are dealing off-market anyway, the UK will be swimming upstream. Unification of the exchanges in Germany, for instance, has been partly prompted by business in German equities migrating to London. If the London exchange disintegrates, the flow of business could reverse.

Unit trusts

Last month's equity market plunge clearly did its bit to persuade the small British investor that share prices can go up as well as down - a fact which had not been uppermost in his mind through much of 1988. Thanks in part to there-narrowed attentions of retail investors, gross unit sales managed an effective post-crash high in January, and February could turn out even better.

However, as Drexel Burnham Lambert's chief economist pointed out in London yesterday, there are plenty of reasons - ranging from accelerating US inflation to the US dollar's drop in the London equity market - to suggest that the bear market in the dollar is not over. Meanwhile, a strong pound may suppress inflation, but is delaying the improvement in the balance of payments, and this is not always going to be tolerable.

Here, as often, there is the disturbing impression that the Bank is having to do the Stock Exchange's thinking for it. But the problem may now lie beyond the Exchange's scope. Mr Kent worries about a series of Fyrchic victories for special interests, which might finish London as a market. But as he also observes, many of those conflicting interests are bound up within the same huge, sprawling financial conglomerates.

Stock Exchange

The style makes it hard to be sure, but it sounds as if the Bank of England is getting cross with the Stock Exchange again. As Mr Pen Kent of the Bank nearly said in a speech last night, London's market practitioners risk harming the national interest by breaking up the central market with their petty infighting. What is more, it is now urgent that the Exchange should introduce a twentieth-century system of settlement, with no more bits of paper, and if private investors feel lost without their share certificates, hard luck.

Woolworth

A small, pretty, rare bird is not what comes to mind when one thinks of large, ugly, ordinary Woolworth. Still, the company evidently wants to see itself as a Kingfisher, and the market can be thankful to escape yet another meaningless set of initials. Meanwhile, it seems sensible for Woolworth Holdings to dissociate itself from its least successful part, while at the same time leaving its options open over the future of the Woolworth brand.

CBI

The CBI failed yet again yesterday to provide a show of unity on takeover policy - this time postponing agreement on perhaps its most sensible notion yet, that of barring bids from bid-proof aggressors. It is perhaps time the whole thing was dropped. The CBI's membership is irreconcilably split between lions and gazelles, and many are both at once. This time, one suspects, even modest moves towards repelling foreign investors may have worried those who want to continue their rampages abroad.

What the Bank is worried about, as in the days before Big Bang, is that the City's parochial greed could drive the business overseas. As Mr Kent argues, financial markets naturally tend towards centralisation, if only on grounds of price

Some might argue that as the management has never got the formula of the old variety stores quite right, and as double the return on capital is available at B&Q or Comet, the best policy would be to phase out Woolworth altogether. At present, though, the company has no intention of simply turning the chain into a supply of finance for the rest of the

Advertisement for The Sudimer Buy-out Fund N.V. featuring U.S. \$62,000,000 and text about international investors and the Kingdom of Spain.

ACCOUNTANCY COLUMN

US auditors win a significant victory

By Pratap Chatterjee in New York

US ACCOUNTANTS last week won a round against the Securities and Exchange Commission's increasingly rigid stance on the independence of the auditor.

The SEC decided that it might modify its rule banning auditors from working with their audit clients, for instance in joint ventures - but only if the accountancy profession comes up with its own rules to ensure auditor independence in such situations.

This small-sounding concession is an important victory for the large audit firms. Recently they have become increasingly frustrated about the restrictions placed on them.

Mr Robert Mednick, Arthur Andersen partner in charge of professional standards, said: "As a general rule, the SEC staff are becoming more and more rigid and the profession as a whole, particularly the big firms, is feeling frustrated. In the last year or so the SEC has become very strict in their interpretation of independence. Sometimes they are just off the wall. Often they take such unreasonable and unrealistic positions, they could as well say that auditors shouldn't be paid by clients."

Along with Price Waterhouse and Peat Marwick Main, petitioned the regulators for permission to work on joint projects with clients, provided

the contract involved is not material to the turnover of either participant.

Although the SEC last week wrote back to say that it refused to lift the present ban, it left the way open for a future change in policy by suggesting that its staff confer with the American Institute of Certified Public Accountants (AICPA) to work out an alternative solution.

The original petition was made last March by the three firms, which stressed that they wanted to be able to do occasional one-off jobs, not regular joint ventures such as marketing software.

Then in July, Arthur Andersen applied to audit special contractors to the US Department of Energy. In order to carry out the audit, they suggested that they could get advice from a company not working with the department. The area under review, nuclear enrichment, was not a subject in which it had expertise and it wanted to bring in outside help.

The advice was worth \$25,000 (£14,350), compared with Andersen's total fee of \$1m over three years. But the SEC was not happy when it discovered that the parent company of the proposed adviser company had recently become an audit client of Andersen.

The SEC said Andersen had

to give up one of them. Andersen applied for an accelerated hearing on the original petition. In December the SEC held an open meeting at which its staff recommended that the petition be rejected.

Mr John Riley, SEC staff accountant, said that its rules on auditors required "the appearance of independence and independence in fact."

However, the board members of the SEC were reluctant to shut the door completely and after two months of wrangling just managed to insert a clause in last week's letter to keep the debate going.

Auditors complain that this is not the first time they have crossed swords with the SEC. They point to cases which, they claim, impose unfair restrictions on their actions - although the SEC has made concessions before.

For example, Touche Ross audits Sears Roebuck, the retail giant. In the past, had the wife of any partner of Touche worked as a part-time clerk at a retail outlet of Sears, even 2,000 miles from where the audit was conducted, Touche would have had to give up the audit.

Recently the SEC relaxed the rule so that the spouse would have to work in an audit-sensitive function for the audit to be disqualified.

Again, if a firm helps a com-

pany to prepare a financial forecast for a company, it cannot audit it. The auditor may have performed the purely mechanical role of inputting company data into a company database without even studying the figures. Under SEC rules that would be a book-keeping function and therefore disqualify them.

By far the most rigid rule prevents auditors reporting on financial information prepared by an audit client in connection with a share issue. That is in contrast to British law, for example, where no such restriction applies.

Under the SEC rule, even if the opinion is expressed in Britain and not in the US, the firm is automatically disqualified from auditing the annual report of the company to the SEC.

The rules often extend to former partners, too. So if a retired Price Waterhouse partner is asked to value an asset for IBM, an audit client of his former firm, the retired partner would have to withdraw all links with the firm.

That would involve, for instance, the firm paying out his full pension before the contract could be fulfilled. In none of the above is the AICPA as concerned as the SEC. For instance, it requires auditors to disclose loans from clients only if the loans are

material to their turnover, whereas the SEC requires disclosure of all loans.

Mr Glen Perry, Peat Marwick partner who worked on the petition, said: "We agree to accept rules that are much stricter than the AICPA's. (But) their position (the SEC's) often does not make sense."

Mr Lee Sidler, a former professor of accounting at New York University who is now senior managing director at Bear Stearns & Co, disagrees: "Accountants should stop trying to get the frosting on the cake. The SEC is concerned about health of companies and therefore the independence of the auditor. They should tell auditors to pick one or the other contract."

Mr Mednick of Andersen, a strong critic of the SEC, is heartened by the recent letter on working with audit clients. He said: "The very fact the SEC has come down from an absolute ban to suggesting talks with the AICPA means we may soon be able to start a reasonable dialogue."

The SEC suggestion has been sent to the AICPA. Mr Bob May, the AICPA chairman has forwarded it to the chairman of their professional ethics committee, Ms Marilyn Pendergast.

She said: "There are a whole bunch of rules that we differ on but this is the first time

that we will be sitting down to work out a compromise." The details have not been worked out.

Many expect a professional standard to be drawn up. The committee already has a special task force that meets regularly with the SEC.

One solution is already spelled out in the letter. The SEC has no objection if the original contractor sub-contracts the work to an auditor and their audit client separately and then asks them to work together.

However, many companies prefer "turnkey" projects - those which involve awarding the work to a single contractor, which is then expected to draw up its own team and to carry the project to completion.

The potential benefits of a solution are enormous, particularly for the big accountancy firms. For instance, Price Waterhouse audits IBM: under the existing rules it simply could not carry out a turnkey computer project with IBM. This is a severe restriction for a firm which has decided to invest heavily in computer-related consultancy.

And of course for firms like Andersen it makes possible contracts like the nuclear enrichment audits.

Although immaterial in the context of Andersen's total income, \$1m is not a sum to be sneezed at.

ACCOUNTANCY APPOINTMENTS

Manager Project Accounting

PACKAGE c.£30K + CAR + STOCK OPTIONS STOCKLEY PK, HEATHROW

Apple Computer UK Ltd, a highly successful subsidiary of a \$4bn+ corporation, has achieved dramatic rates of growth within the U.K. personal computer market. Extraordinary levels of performance and profitability have been achieved by adopting a business philosophy centred around 'investment in people', 'creativity' and a 'total dedication to understanding and servicing product users'.

Success and expansion necessitates a move to prestigious new offices at Heathrow, and the addition of a high calibre qualified accountant to the growing U.K. Finance Function.

Reporting at the most senior level, as Manager - Project Accounting, you will drive a major upgrade in accounting and reporting systems and decision support capabilities. You will gain a total understanding of the needs of the business, analyse package requirements and control the implementation to achieve optimal results. This key project is to be completed within 12-15 months, allowing the incumbent to move into another senior finance role.

The challenges, rewards and career opportunities within this exciting growth environment are exceptional. Qualified Accountants 28-33 years, with a broad range of financial management experience gained in industry or practice, must possess a confident outgoing personality and a high degree of business awareness.

For further details contact John Bowman at Financial Selection Services on 01-387 5400 (evenings on 0474 874473) or write to him at Drayton House, Gordon Street, London WC1H 0AN.

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ACCOUNTANTS WHO CAN MANAGE BUSINESSES

Age 27 - 35 • London/Home Counties • £35 - 40,000 + car

Probably the UK's largest producer of books, magazines and financial documents, St Ives Group plc has increased its revenue by a multiple of ten since coming to the market just over three years ago. A very fast rate of growth is continuing and creates the need for people who can step into general management positions at an early age.

Successful candidates will initially gain a sound understanding of all aspects of the business by spending about two years in a senior finance role either at the group's headquarters in London or in

one of the operating companies which are located primarily in the home counties.

Applicants must be aged not less than 27 nor more than 35. They must be qualified accountants, preferably graduates, who combine highly developed communicative skills with a quick, practical and commercial mind.

Please call to discuss, or send a career résumé including current salary and day-time telephone number, quoting reference 3011, to Graham Perkins, Executive Selection Division.

Touche Ross

Thames Inn House, 3/4 Holborn Circus, London EC1N 2HB. Telephone: 01-353 7361.

Group Finance Director High Technology

Substantial salary + Equity

Our client is a design house specialising in the development of high performance hardware and software for the OEM market. The company is focused on its ability to harness and exploit advanced technology to give it a competitive edge in world markets.

The company has embarked upon a five year expansion programme which includes a proposal to establish a manufacturing operation in the United States and a full Stock Market quotation. The Finance Director will play a pivotal role in this programme.

We wish to discuss this position with finance managers with vision and considerable ability. Your candidature will be measured against your track record in a high technology environment, preferably with experience of successfully taking a company to a full quotation, or to the USM. An ACA qualification is mandatory.

We urgently need to identify a person for this role so we are asking candidates to phone either Deborah McGovern or Geoffrey King for a preliminary discussion. Please note that we will be available until 9pm tonight and Friday. Alternatively send your curriculum vitae quoting reference FD/109.

Cambridge Recruitment Consultants

11 King's Parade, Cambridge CB2 1SU. Tel: Cambridge (0223) 311316

FINANCIAL DIRECTOR

OUTSTANDING OPPORTUNITY - CHARTERED/CERTIFIED ACCOUNTANT PACKAGE c. £32K

Based on the Beds/Bucks border our client is a leading supplier of commercial vehicles with a substantial leasing business; a medium-sized company, they are forward thinking, expanding rapidly and highly profitable.

The Financial Director will be relied upon to bring sound business and financial expertise to the growth and control of the company and to manage an accounts department.

This is an ideal opportunity for a chartered or certified accountant with commercial acumen, drive and credibility who can relate well to other members of a team. He/she is likely to be in the age range 28-45 and to have had 4 years qualified experience in an industrial setting.

A package of c. £32K includes a high basic salary, company car and the usual benefits. Relocation will be available to suitable candidates.

Please apply, enclosing a C.V. to:

J. Dyson (ref. JD100)
Resource Maximisation Southern Ltd., Executive Search & Selection
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FINANCIAL CONTROLLER

For Motor Car Distributor Salary from £35,000 + Car + Benefits

A young, energetic qualified accountant with previous experience in the motor trade is required by a highly successful group of motor car distributors in London. Promotion to Financial Director and the opportunity to purchase equity will depend on proven ability.

Reply enclosing curriculum vitae to:-

Box A1159, Financial Times, 10 Cannon Street, London EC4P 4BY

Assistant General Manager - Finance

South Coast Location

Salary indicator - £25k + Financial sector benefits

The Portsmouth is a very profitable society with a high level of reserves and exceptional asset growth over the past four years. There are well developed plans for Business Growth into the 1990's, and those include the strengthening of the finance function, with the creation of this new AGM position.

The position holder will be responsible to the General Manager - Finance for the Financial and Management Accounting Activities and statutory Reporting. The main tasks objectives include improving Financial Control systems and accelerating LT. applications within the function.

The person we are seeking will be a professionally qualified accountant, with seasoned and relevant management experience in the Building Society or Financial Services sectors. More specifically, we shall be looking for evidence of the ability to manage change in a fast moving environment. Likely age range 30 to 45.

In return for your contribution we can offer a salary of not less than £25k, 2 hire car and financial sector benefits including BUPA, concessionary mortgage, subsidised pension, and relocation assistance.

If you are interested, please write enclosing a detailed C.V. to:

Philip Hodson, Personnel Manager, Portsmouth Building Society, Head Office, Churchill House, Western Churchill Avenue, Portsmouth PO1 2EP

Portsmouth
BUILDING SOCIETY

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MANAGEMENT ACCOUNTING MANAGERS

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National Power Company will be amongst the UK's six largest companies with a multi-billion pound turnover and a pre-eminent world position. Substantial reorganisation of the Electricity Supply Industry has resulted in opportunities within NPC for Senior Management Accountants at a number of prestigious locations.

Key responsibilities will include:

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- ▲ Directing a full management accounting service for all operations.
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These are non-routine posts offering wide scope for the incumbents, who will also be expected to develop sound procedures and techniques in the field of profit motivation for all business areas.

Applicants, who should preferably be in their early to mid thirties, will be business orientated graduates with a professional accountancy qualification and sound experience of modern management accounting practices in a commercial environment. They should also demonstrate a fast track record with particular strengths in man-management, communication and organisation.

The London based role may be subject to relocation within the southern half of the UK. All relocation expenses will be reimbursed.

Please write in confidence, quoting reference C8621/5/L to Hilary Douglas.

KPMG Peat Marwick McLintock

Executive Selection and Search
70 Fleet Street, London EC4Y 1EU

EAGLE TRUST PLC Tax Manager

West Midlands

c £25k - £30k + Car

Our client, Eagle Trust plc, has emerged from obscurity to become a dynamic, integrated group of well managed businesses operating in the field of manufacturing, merchandising and leisure, with significant interests in Europe, USA and Australia. In 1986 the turnover was £6.6m, for 1989 it is expected to be in excess of £200m.

An excellent career opportunity has now arisen for a Tax Manager who, reporting to the Group Finance Director, will be responsible for all tax affairs in the group. Initially the role will be to ensure that tax matters in the UK are controlled but ultimately there will be responsibility for overseas units and acquisitions.

Candidates should be qualified accountants with 2-3 years experience within a corporation tax

department. The successful candidate will, in addition to compliance tax knowledge, require excellent interpersonal skills and the ability to operate successfully in a high profile environment.

In return for your technical skills, Eagle Trust plc offer you the opportunity to join a fast rising industrial group with ambitious corporate goals, excellent salary packages and superb career opportunities.

Interested applicants should write to: Tony Hodgins ACA, enclosing a comprehensive CV, at Michael Page Finance, Bennetts Court, 6 Bennetts Hill, Birmingham B2 5ST.



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FINANCIAL CONTROLLER

London E1
£25,000
Car + Benefits

We are a rapidly growing partnership engaged in the distribution of computer hardware and the manufacture and distribution of computer software.

Our continued success and future development (plans include incorporation as a PLC) depend on financial development of the company. We need a qualified Accountant (ACA-ACCA) to take up this challenge.

Reporting to the Managing Partner this key role demands an ambitious innovative individual with the desire and ability to succeed in a fast moving environment. Some knowledge of inventory control is preferable but personal skills are more important.

Future prospects are excellent. Please write in the strictest confidence enclosing your CV to Stephen Pinning, 126-127 Shoreditch High Street, London E1 6JE.

FINANCIAL CONTROLLER SW LONDON CIRCA £28,000 + CAR

Racecourse Technical Services is a fast growing Company providing services including video recording, photofinish, starting stalls, racecourse commentary and closed circuit television to the horseracing industry, an important sector of the leisure market. Part of a £50m per annum turnover group, the Company also televises racing for a satellite television service.

In a newly created role, the Financial Controller will be responsible to the Managing Director for all aspects of accounting control, management information, computer systems, personnel, industrial relations and company secretarial matters. He/she will also be expected to provide close support for the Managing Director in the continuing development of the Company's commercial activities.

This outstanding opportunity will interest a qualified accountant with several years' relevant commercial experience, who wishes to operate at divisional controller level as the next step in a progressive career.

The 'big company' benefits package includes a car and contributory pension scheme. In the first instance please write with full CV including your current salary to:

N J Pitt, Managing Director, Racecourse Technical Services Ltd, 88 Bushey Road, Raynes Park, London SW20 0JH. Tel. 01-947 3333.

Financial Controller

Electronics Engineering, £27,000 + bonus + car, Thames Valley

Our client, a fast expanding and profitable £100m t/o plc, seeks a Financial Controller for a recently acquired £7m t/o business; a market leader in the design and manufacture of sophisticated data acquisition systems for process control and telecommunications. Initial tasks will be to strengthen financial disciplines at every level and to improve contract profitability control systems.

Candidates must be qualified accountants, ideally in the 27-32 age range, with a background in manufacturing industry. Experience in the contract engineering sector will be an advantage. They must be able to demonstrate a record of achievement as a Management Accountant and now be ready to head up the finance function, reporting direct to the Managing Director.

Salary, including a performance bonus, is negotiable to the level indicated above and benefits include an executive level car, pension scheme and private health insurance. Prospects for promotion to Finance Director are excellent. Candidates who meet this specification should write with full CV and salary details quoting reference AV/165 to: Michael Ward, March Consulting Group, March House, 13 Park Street, Windsor, Berkshire SL4 1LL.

MARCH CONSULTING GROUP

Chief Accountant

Middlesex c.£25,000 + excellent benefits

Our client is a wholly-owned subsidiary of a large Industrial conglomerate, and operates through regional divisions in the UK. The Group provides a range of support services in the building sector including heating, electrical and plumbing systems for new developments and maintenance services for major commercial and retail sites.

Reporting to the Group's Financial Controller and your Division's Managing Director, you will join the senior finance team, taking specific responsibility for the accounting function in a major division. You will oversee the development of management information systems, ensure that costs are properly controlled and produce Divisional accounts for consolidation at Group level.

You will be a Qualified Accountant with strong management accounting experience, within a project-oriented environment.

A background in the construction industry would be advantageous. You must have the personal skills to liaise effectively at senior levels and manage both clerical and professional staff.

The remuneration package includes company car, medical insurance, contributory pension and a profit-related bonus scheme.

Please send full personal and career details in confidence to Charles Vallee, quoting reference 5214/FT on both envelope and letter.

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Management Consultancy Division
P.O. Box 198, Hillgate House, 26 Old Bailey, London EC4M 7PL

TREASURY PROFESSIONALS A high visibility role in fast growth electronics

Excellent package

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Motorola is one of the world's leading names in the electronics and communications business. Our growth rate, commitment to excellence and plans for further expansion are second to none.

Following the relocation of our European Treasury function from Geneva to Maidenhead, Berkshire, we are looking for two high calibre Treasury professionals to complement the existing team in its Europe-wide responsibilities.

Working in a progressive matrix management structure, your role will include the operation of a multi-national netting system, the control of currency exposure, the financing of our diverse European subsidiary companies, and a

variety of other European Treasury issues. Aged 25-35, and a graduate, you will probably possess a formal Accountancy qualification, together with a minimum of 4/5 years large company experience. In addition you should possess the credibility, business and communication skills to operate at senior levels and the flexibility to undertake some international travel.

In addition to an excellent remuneration package, this is an opportunity to gain a unique overview of a major international business. The career prospects are excellent.

In the first instance send a brief CV to the European Treasurer, at Motorola, Old Court, Cox Green Lane, Cox Green, Maidenhead, Berkshire SL6 3BH.



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WEST MIDLANDS

CIRCA £25,000 + CAR AND COMPREHENSIVE BENEFITS PACKAGE

This rapidly expanding Division of a Multi-national Engineering Group has, as a result of an internal promotion, an opening for a Finance Manager to provide the full range of financial services to a young and highly motivated management team. These will include the creation of achievement targets, profitability studies, advising on investment opportunities, problem identification and corrective actions to be taken.

To be the successful applicant, you are likely to be over 28 years of age with a professional accountancy qualification. You will have excellent analytical and communication skills and will be commercial in outlook. Additionally you will have responsibility for M.I.S. and future systems development. Previous manufacturing experience is desirable. You will enjoy participating pro-actively in the day to day and medium/long term decision making process, in a period of sustainable growth. Above all, the position offers excellent career progression opportunities to an ambitious achiever.

Interested candidates should send full career and personal details to Ken Muir, Bernard Hodes Overton Limited, Monaco House, Bristol Street, Birmingham B5 7AS or telephone 021 622 3838 for an application form quoting reference 10603.

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Accounting Manager

ICMA/ACCA

Up to £25,000 + Car + Benefits

Middlesex

This rapidly expanding division, whose sales total £410 million, manufactures and distributes scientific equipment worldwide. Part of a major UK company whose success continues to expand both at home and overseas.

The manufacturing unit is keen to recruit a Manager to head up a small financial department. Staff motivation and man-management skills are essential requirements of the post. As a qualified (or possibly a finalist) ICMA or Certified Accountant you will have worked within a manufacturing environment

and your extensive cost accounting experience will have covered computerisation. Aged up to 45 years you will become a member of the senior management team and be expected to contribute to the strategy and planning of the operation.

Opportunities for career advancement are evident within the Group, whose future holds exciting prospects and excellent financial rewards. Please send full career and salary details to Mrs. Jennifer Baker quoting reference LJ 8100.



13/14 Hanover Street, London W1R 9HG. Tel: 01 493 5788.
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Financial Executives

Currently Seeking

£25,000-£60,000

Cartwright Hopkins is an established executive recruitment consultancy that provides its services in a professional, personal and confidential manner.

We are now seeking to extend our contact with qualified accountants and treasury executives who have achieved a successful career to date and who may wish to develop their careers further by seeking a change of position now or, alternatively, by considering

opportunities in the future.

Please write enclosing a full curriculum vitae to Philip Cartwright FCMA or Nigel Hopkins FCA:

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Tel: 01-839 4572

Fax: 01-925 2336

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FINANCIAL SELECTION AND SEARCH

GROUP CONTROLLER

NW London

ACA

To £33,000 + Car

Through an intensified research programme and continual product development, this diversified US multinational is committed to maintaining its position as the world's leading specialist chemicals company.

As a consequence, they have an immediate requirement for a key individual to complement their management team.

Reporting to the Finance Director, your role will involve the co-ordination and management of the business planning and cost accounting functions through a professional finance team. With seven product lines operating from four manufacturing sites, the necessity to

establish and develop effective working relationships with product line management is of fundamental importance.

Aged 28-33, and a qualified accountant with at least two years' commercial experience, you will possess the flexibility and initiative to manage a large team. Strong motivation and leadership skills are therefore essential.

For the individual who can respond to such a challenging role, career opportunities within this major international group will be limited only by individual ability.

Interested applicants should telephone James Hyde on 01-437 0464 or write to him, enclosing a detailed CV, at the address below.

ROBERT WALTERS ASSOCIATES

RECRUITMENT CONSULTANTS

Queens House 1 Leicester Place London WC2H 7BP

Telephone: 01-437 0464

GROUP FINANCE DIRECTOR

Winchester from £35,000 + car

The Medical Holdings Group (Medihold) was established last year, with institutional backing. The two founding Directors now seek an experienced accountant to help them develop the business.

Medihold started with two small companies providing equipment and services for the domiciliary homecare market. This market is expanding, stimulated by the increasing "deregulation" of health care and the continuing trend of providing nursing and post-operative support in a domiciliary environment.

These companies provide the base for expansion, both by acquisition and organic growth.

The person appointed will work closely with the Chairman and Chief Executive and carry full responsibility for financial management.

Particular emphasis and hands on responsibility for establishing good quality accounting at subsidiary and group level will be essential in the early stages.

Candidates should have broad management experience including involvement with directing small developing companies or business units. Personal experience of managing relationships with sources of external finance is essential.

Confidence, personal ambition and demonstrably sound business judgement will be highly valued. An equity stake will be available for this demanding role in a small but ambitious business.

To apply, please send full career details to Mike Smith, quoting ref. M/ACW.

Director Group Finance

£60,000 plus Benefits

This innovative Financial Services group is a subsidiary of a substantial international banking organisation with total assets of c.£3 billion. It provides both private and corporate clients with a broad spectrum of financial products including worldwide trustee services, tax planning and advice on life insurance, pensions and mortgage products. Due to internal promotion, a Director of Group Finance will be appointed to monitor the performance of all parts of the group. You will also be responsible for implementing policy, whilst acting as financial consultant to each division. Additionally, you will be concerned with the preparations for flotation.

Aged 36-42 and a Chartered Accountant, you

have experience of audit or management consultancy within the financial sector and have technical excellence in accounting and taxation. It would be beneficial to have gained knowledge of banking, insurance, stockbroking, mortgages or property investment services.

Based in Mayfair, you will command a highly competitive salary, reflecting the importance of this role. The remuneration package includes a company car and bonus scheme. Equity participation may be offered after one year.

In complete confidence, please ring or write with CV to Sophie Aslett, Simpson Crowden Consultants Limited, 97/99 Park Street, London W1Y 1HA. Tel: 01-235 0111.

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CONSULTANTS

KPMG Peat Marwick McLintock

Executive Selection and Search
Abbotts House, Abbey Street, Reading RG1 3BD

Group Financial Controller

West Midlands

£37,500-£42,500 + Car

Our Client, Apricot Computers plc is a leader in the field of computer systems, software design, systems development and computer maintenance. The company now seeks to appoint a Group Financial Controller, who will have a key role in the management of growth in an exciting and dynamic industry.

Reporting to the Group Financial Director your brief will encompass the production of Group results and forecasts to tight deadlines, the management of all taxation, treasury and company secretarial affairs, the analysis of divisional performance, acquisition studies and the development of management information systems.

The successful candidate will be a commercially astute and technically strong Chartered Accountant. You will currently be a Senior Manager

within Public Practice or alternatively possess a minimum of three years "hands-on" industrial experience within a Group/Plc environment where profit planning, tax and treasury are key issues. You will also have the prospect for progress within the financial field as well as the potential for a move to commercial management within the Group.

In return the company can offer outstanding career opportunities along with a substantial remuneration package which includes a fully-expensed car, profit share, pension scheme, share options and relocation expenses where appropriate.

Interested? Write to Tony Hodgins ACA, at Michael Page Finance, Bennetts Court, 6 Bennetts Hill, Birmingham B2 5ST, enclosing a comprehensive CV.

Michael Page Finance

International Recruitment Consultants
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Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

FINANCIAL DIRECTOR

West Country

to c. £32K + car

Our Client is a major business within a British based International Group which manufactures and markets a range of quality consumer products. The business has a turnover of £36m, a high proportion of which is exported, and is a world leader in certain market segments. A Financial Director is sought, to be responsible to the Managing Director for the financial and systems functions. Candidates must be fully qualified accountants with good experience of specialist or batch manufacturing companies, and of working closely with the production and sales functions.

They must be change oriented, skilled in systems and familiar with modelling techniques, with the personal ability to identify indicators and propose solutions. While a strategic contribution to Board thinking is expected, so is the capability to carry out detailed investigation. The remuneration package includes the benefits normally associated with a large group, including relocation.

Please reply in confidence, enclosing full career details, to Michael Bailey, Bull Thompson & Associates Ltd, 8th Floor, Tricorn House, 51-53 Hagley Road, Edgbaston, Birmingham, B16 8TP.

Bull Thompson

CORPORATE AND RECRUITMENT CONSULTANTS

FINANCIAL CONTROLLER

West Midlands

£20 - 30k + Benefits

We are an unusual, innovative and successful hi-tech company engaged in the marketing of computer systems and the data generated in the health care sector.

The company is a joint venture with a £1 billion UK plc. We will have a turnover of £5 million in the current financial year. We are well funded and expect to increase turnover at least five-fold in the next five years.

We require a Financial Controller who will report to the Managing Director. Applications should be able to run the company's computerised accounts system and provide financial information to the company's operational directors and board. This is a key senior appointment and we need someone who will also make a broad contribution to the operation and management of the company in close liaison with the company's operational directors whose style is entrepreneurial and informal. Applicants will be expected to operate flexibly in a rapidly changing environment and familiarise themselves quickly with all aspects of the company's business.

The Financial Controller will be responsible for the management of our General Office team of six which includes experienced accounts personnel.

Applicants should hold an appropriate qualification and have at least five years relevant experience. Their age is likely to be between 30 and 50. We expect applicants to be computer literate. This is an exciting opportunity to be in on the ground floor of a new international health care arena. Relocation assistance is available.

Potential candidates may obtain further written details of the post and the company by contacting our consultants Ms Janet McCracken on 01-899 3544.

Financial Controller

Surrey/Sussex Border
Circa £24k plus Car

Rapid growth to a turnover of £20m in this highly regarded office design company, has created a new position for a qualified accountant.

In addition to developing and controlling a new computerised financial and management information system, the successful candidate will play a significant role in a young management team committed to sustained profitable growth.

Computer awareness, business acumen and the ability to motivate, are the key factors sought, although experience within a fast moving manufacturing environment would be an advantage.

Please write with a full career resume to: Ms. M. Carroll,

APPOINTMENTS

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This new business is an integral part of an energetic and forceful blue chip financial services group. Following a rigorous decentralisation programme, which has delegated profit responsibility to autonomous business units, the business has been created to deliver high quality financial and business services throughout the group. Key to the effective management of this London based business is the establishment of sound financial practices and success depends on an ability to market professional systems to the rest of the group.

FINANCIAL ACCOUNTANT

Package to £30,000

This is a challenging opportunity to make your mark in the formation of a new accounting structure. Leading a small team you will take responsibility for developing new accounting systems and controls to meet the demands of a growing business unit.

You will oversee the streamlined production of financial information and contribute to commercial decision making. Candidates should be ambitious qualified accountants with at least 2 years PQE gained in a progressive organisation. Key criteria for success will be: analytical ability, self-reliance and the personal qualities to build and lead a professional team. Ref. L397

Interested candidates should write or telephone outlining their background and experience to Heather Male, quoting the appropriate reference.

FINANCIAL SYSTEMS CONSULTANT

Package to £33,000 + car

You will join a team of finance and systems professionals, responsible for the definition and implementation of a corporate financial systems strategy. As a qualified accountant, you will have been involved in a successful systems implementation.

In order to make a positive contribution in this dynamic environment you should be able to demonstrate strong communication skills, a sound understanding of the systems development cycle and previous experience of leading projects. Drive, enthusiasm and the ability to achieve professional results through motivating staff are essential. Ref. L398

Egor Executive Selection
58 St. James's Street
London SW1A 1LD (01-629 8070)

EGOR
EXECUTIVE SELECTION

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HEAD OF INTERNAL AUDIT



Derbyshire

£32,000 + Bonus + Car

Royal Mail Letters, like its parent organisation, The Post Office, has a track record of sustained profitability, improved productivity and impressive growth. This £2.9 billion business compares favourably with its European counterparts in terms of service levels, and is making substantial investments to increase customer satisfaction further.

The Internal Audit team plays an integral part in the financial control and improved efficiency of this changing business throughout the UK. The Head of Audit accesses the most senior levels of management and leads a team of 50. The role formulates audit strategy and policy and has full responsibility for delivery and follow up, with increasing emphasis on value for money projects.

Candidates must be qualified accountants aged at least 35. Your background should include experience of up to date audit techniques gained in large organisation, operational audit and team management. Success will be determined by good presentation and communication skills, persistence and energy and will be rewarded with excellent career development opportunities. Full relocation assistance is available if necessary.

Please reply in confidence, giving concise career, personal and salary details to Heather Male, quoting Ref. L396.

Egor Executive Selection
58 St. James's Street
London SW1A 1LD (01-629 8070)

EGOR
EXECUTIVE SELECTION

United Kingdom · Belgium · Denmark · France · Germany · Italy · Netherlands · Portugal · Spain

FINANCE DIRECTOR

To £30K and Car

North West

Our client is a company with a turnover of approximately £15 million earned through the supply and manufacture of materials for the building industry. Their plans for further growth include adding to their depot structure, creation of new manufacturing capacity and development of the product range and market share. Flotation on the USM in 1989 and subsequent acquisitions are substantial elements within their plans.

To assist the Managing Director in the implementation of these plans they now seek a Finance Director who will:

- manage the finances of the company,
- have overall responsibility for the provision and presentation of management information using computerised systems,
- take an active role in the intended flotation of the company and any subsequent acquisitions,
- have overall responsibility for central administrative services within the Group,
- act as Company Secretary.

Candidates should have a recognised accountancy qualification and experience of working at a senior level, ideally in a marketing/distribution environment. This is an excellent opportunity for someone with the interpersonal skills to influence colleagues without disturbing what is a harmonious working environment.

Apply in confidence, by sending a CV to: Trevor Tindell, Grant Thornton Management Consultants Limited, 5th Floor, St. Johns Centre, 110 Albion Street, Leeds LS2 8LA quoting Reference L104.

Grant Thornton
Management Consultants

NEW FINANCE DIRECTOR

c. £30,000 + car + significant benefits based in High Wycombe, Bucks

- The Guinness Trust, one of the largest housing associations, will celebrate its centenary in 1990
- Are you capable of joining the team which will lead it into its second century?

RESPONSIBILITIES will be to:

- develop and review financial strategy
- assume overall management of the accounting function with a staff of 14
- arrange finance for the building programme
- direct and manage the budgetary control and financial reporting systems

REQUIREMENTS for this appointment will be a professional qualification, senior level experience, some knowledge of the housing field and probably experience of the construction industry. The new director will be expected to make a substantial and creative contribution to the Trust's policy-making for the post-Housing Act era and will join four other directors to form a team of five working closely together with the Chief Executive.

For further information telephone Mary Johnson on High Wycombe (0494) 35823

APPLICATIONS should be sent in writing showing how the requirements are met to the Trust's Chief Executive at 4 Corporation Street, High Wycombe, Bucks HP13 6TH.

Closing date is 1 March 1989

NEWLY QUALIFIED ACA's for CORPORATE FINANCE CENTRAL LONDON

2 EXCELLENT

Our client, a medium sized firm of Chartered Accountants seek ACA's to train in their Corporate Finance dept. The prospects at this firm are first rate. Please contact David Peaton, Executive Search Division, Hynes Associates Ltd, Wells House, 77-79 Wells Street, London W1. Tel: 01-629 5522.

AUDIT MANAGERS CENTRAL LONDON

to £35,000

Preferably "Top 8" trained. Clients include both medium and large firms. For a confidential discussion please contact:
David Peaton, Executive Search Division, Hynes Associates Ltd, Wells House, 77-79 Wells Street, London W1. Tel: 01-629 5522.

INTERNATIONAL MERCHANT BANKING CORPORATE FINANCE EXECUTIVES

£26 - £30,000 Plus Car and Mortgage
Our client is one of the largest City merchant banks, highly respected for its Corporate Advisory division. Your role will embrace all aspects of deal making - mergers, acquisitions and more raising with future secondment to New York, Paris or Hong Kong. You should be ACA, aged 25 to 28, ideally with corporate financial or investigations exposure gained within a Top Eight firm.

CORPORATE PLANNING

£26 - £30,000 Plus Car
Assessment of business indicators, forecasting of future trends and supervising all aspects of the Corporate Planning function are the key areas of this newly created role based in one of the City's most prestigious investment groups. A qualified accountant, with a thorough knowledge of the business planning process, will find that this highly challenging position will provide a first class exposure to business management and planning.

A CAREER IN MERCHANT BANKING

£22 - £25,000 plus Mortgage and Car
With a heavy programme of expansion in all operational areas our client, a major City name, has now created a number of new and highly varied roles for the final/interim qualified ACA, ACMA and ACCA. Positions include business and financial analysis, corporate planning, treasury, financial and management accounting and audit. These are career stopping stone roles into a senior management positions where potential is the main prerequisite.

INTERNATIONAL OPERATIONAL REVIEW

£23 - £25,000 Plus Car
Our client specialises in advanced materials technology and seeks to grow by developing existing business, nurturing new ones and by acquisition. Their Corporate Audit Division is expanding to ensure that effective financial controls are implemented. Travelling to the States, Europe and the Far East, you will assist in that expansion programme and after 18 months you can expect a Controlship in the UK or overseas. Currently, you should be finalist or recently qualified ACA.

For further information please call 01-242 0344 or write, enclosing your C.V., to the address below.

David Chorley ACCOUNTING FOR SUCCESS ASSOCIATES

Henover House, 73-74 High Holborn, London WC1V 6LS Tel: 01-402 0344 Fax: 01-402 1400

An outstanding career opportunity in a high profile Service Industry PLC.

SYSTEMS AND MANAGEMENT ACCOUNTANT

Central London £30-£35,000 + CAR

We have been retained by one of the most successful and aggressive service groups in the U.K. Activities, which primarily include marketing, sales promotion and recruitment, are expanding rapidly, the group having made seventeen acquisitions in 1988 and reported profits in excess of £3M.

Working closely with the Finance Director and liaising regularly with the Managing Director, your brief will include the design and implementation of state of the art computerised financial management and operational systems to service the need of expanding group companies, while reviewing overall corporate strategy and aims.

This key position is ideally suited to a highly ambitious accountant, aged 25 to 35, who possesses a proven track record in the implementation of computer applications in this field and who now seeks broader commercial involvement in an exciting young public company, offering truly first class career progression.

Commercial awareness and a high degree of commitment are essential qualities to secure this appointment. A generous benefits package will also be offered. For further information, please call Gary Lawrence or David Chorley on 01-242 0344 or write, enclosing your C.V., to the address below.

David Chorley ACCOUNTING FOR SUCCESS ASSOCIATES

Henover House, 73-74 High Holborn, London WC1V 6LS Tel: 01-402 0344 Fax: 01-402 1400

Finance Manager

Venture Capital

London SE1 c.£40,000 + car

Innovative and fast growing investment and property group, specialising in small/medium businesses seeks new manager to be responsible to its Projects Director for pre-acquisition review and contract detail on all new acquisitions plus "due diligence" action and later liaison with subsidiaries on control systems and reporting disciplines.

Candidates will be qualified accountants. A numerate degree would be an asset. Minimum age say 30, dictated by a need for a decade of practical business experience. Acquisition and control systems experience is highly desirable. This is a key post on the venture capital side, whose growing reputation offers unique experience and prospects.

For a full job description, please write to W T Agar at John Courtis & Partners, 104 Marylebone Lane, London W1M 5FU, demonstrating your relevance clearly and quoting Ref. 2299/FT.

JC&P Management Selection and Search
London, Milton Keynes, Wilmslow

FINANCIAL CONTROLLER (DIRECTOR DESIGNATE)

We are a fast expanding accountancy services company both in the U.K. and internationally. We have branches and associated companies totalling up to 20 at this moment and we will have established 100 branches by the end of 1989.

We are looking for a young, dynamic and progressive accountant to join an entrepreneurial board of Directors in making the expansion programme a great success. Write, enclosing C.V., in the first instance to: Mr. G. Spedding (Director) Portland and Pentagon International, Suite 13 Vermont House Industrial Road District 11 Washington NE37 2BQ

PORTFOLIO



ADVERTISING GROUP

FINANCIAL CONTROLLER
Central London £30,000 + car + bonus

- ▲ HIGH GROWTH
- ▲ COMMERCIAL WORK
- ▲ INITIATIVE AND CREATIVITY

A bright, qualified accountant with flair and energy is required to head up a fast growing subsidiary in this major advertising group. Experience in a related sector is strongly preferred.

Contact Pippa Curtis on 01-836 9501 ref. FT23A.

VENTURE CAPITAL

London to £35,000

- ▲ ESTABLISHED COMPANY
- ▲ DRAMATIC GROWTH

An established Venture Capital house requires an executive to manage its investment portfolio. Suitable applicants should have relevant commercial experience and must hold an MBA or accounting qualification.

Contact Noelée Gibson on 01-836 9501 ref. FT23B.

BLUE CHIP MULTINATIONAL

AUDIT MANAGER
Surrey + Overseas £35,000 + car

- ▲ EXCELLENT CAREER DEVELOPMENT
- ▲ INTERNATIONAL TRAVEL
- ▲ HIGH PROFILE ROLE

A high calibre ACA with PQE in public practice or industry/commerce is sought to lead operational audit/investigation worldwide.

Contact Pippa Curtis on 01-836 9501 ref. FT23C.

FAST GROWING RETAIL COMPANY

HEAD OF FINANCE
London to £40,000

- ▲ ENTREPRENEURIAL
- ▲ COMMERCIAL FLAIR

Entrepreneur seeks qualified accountant with strong personality, commercial acumen and drive to assist with the running of the business as well as spearheading the complete finance function. Experience in industry/commerce is a prerequisite.

Please write to Peter Green enclosing CV at DLA, Henover House, 73-74 High Holborn, London WC1V 6LS ref. FT23D.

PROPERTY COMPANY

GROUP FINANCIAL CONTROLLER
London to £35,000 + car

- ▲ FAST MOVING ENVIRONMENT
- ▲ DECISION MAKING ROLE

Expanding Development Company seeks recently qualified accountant to manage the group finances. Candidates should be commercially aware with some business experience.

Contact Denise England on 01-836 9501 ref. FT23E.

CORPORATE FINANCIERS

City £35,000

- ▲ Mergers + Acquisitions

High flying accountants or lawyers with investigations or corporate finance experience can perform exciting front-line work finance raising with this major institution.

Contact Deborah Sherry on 01-836 9501 ref. FT23F.

STRATEGIC CONSULTANT

London to £38,000

- ▲ US CONSULTANCY
- ▲ CREATIVE

There are opportunities for very high calibre graduate accountants to join an international strategy consultancy as trainee consultants. Ideally you will be aged 26-28 and have strong intellectual and interpersonal skills.

Please send CV to Trevor Ashkham ACA at Douglas Llambras Consultancy Services, Freeport, 410 Strand, London WC2R 0ER ref. FT23G.

FINANCIAL SERVICES COMPANY

FINANCIAL CONTROLLER
South London package £28,000

- ▲ STRATEGY BASED
- ▲ INTERNATIONAL MARKET
- ▲ HIGHLY PROFITABLE

A business orientated accountant is required for this high profile role for general reporting and advisory work. As the point of contact for financial matters for the company, the position offers great scope and variety.

Contact Liz Osborne on 01-836 9501 ref. FT23H.

DOUGLAS LLAMBRAS

BIRMINGHAM 021-233 4421
EDINBURGH 031-225 7744
GLASGOW 041-226 3001

LONDON 01-636 9501
MANCHESTER 061-236 1533

Handwritten note: JPI 101120

Handwritten note: *July 1989*

Group Financial Controller

(Director designate)

to £35,000+ Car N.W. London

Our client is a small manufacturing and retailing group and plc, with a high reputation for quality. The company enjoys sustained growth and has a current turnover of about £5m, with plans for further rapid expansion.

A Group Financial Controller is to be appointed to control and develop the Company's accounting and financial affairs, and to play a central role in the development of financial strategies related to future growth. The person appointed will also act as Company Secretary to the Group, and as Finance Director and Company Secretary for its trading subsidiaries. It is envisaged that appointment to the Main Board would follow in due course.

The post calls for a qualified accountant with experience heading the accounting function of a small to medium sized company, preferably in manufacturing and retailing. An affinity for computers is essential. It is unlikely that anyone under 25 will have had sufficient experience.

Reporting to the Main Board, the Group Financial Controller will be supported by a small team and be responsible for accounting at the Company's London and Midlands locations. There is an excellent salary, related to experience, and benefits include a 2 litre car, pension scheme, health insurance, and share option scheme.

Please reply in confidence, with a full CV including salary details and a daytime telephone number, quoting reference 1580, to Roger Bull at the address below, or telephone him on 01-583 3303.

BDO BINDER HAMLIN
BDO Binder Hamlyn Management Consultants
8 St. Bride Street, London EC4A 4DA

A tough and resilient Financial Planning and Analysis Manager

Central London : c. £27,000 + Car and possibly more

The company is among Europe's largest information technology providers and manufacturing is a significant vertical market, generating over £100 million a year. The division is undergoing rapid expansion and the finance function must ensure the process is orderly and profitable.

A key player will be a new Financial Planning and Analysis Manager. This is essentially a Chief Accountant role and the ideal candidate must be capable of understanding the busy and energetic Financial Controller. Graduate level intellect, an accounting qualification (preferably ACMA) and a firm grasp of the latest practices and standards are clearly called for but the job has other, crucial dimensions.

These include total immersion in rapidly evolving management policies to ensure the accounting function

stays ahead of the game, leadership of a talented team in delivering a superb service, and calm mastery of the pressure and turbulence endemic in the IT business. Integrity, presence and communication skills, gained from around ten years professional experience, are assumed and those with solid IT industry exposure will attract the upper end of the salary scale.

This job is not for the faint-hearted but the rewards, in terms of the sheer intensity of professional development and the scope for rapid career progression, are unrivalled.

Please send full career details quoting Ref. AR4008 to: Ian Patterson, March Consulting Group, March House, 13 Park Street, Windsor, Berkshire SL4 1LL. Tel: (0753) 868346.

MARCH
CONSULTING GROUP

3i VENTURES FINANCIAL EXECUTIVES

£ competitive plus generous benefits

3i Ventures is a part of 3i Group which specialises in investing both money and management expertise in the early stages of business ventures with high growth potential and typically commensurate risk. The division operates in the UK and US and has grown an impressive and successful portfolio of companies, principally in the IT and health care sectors, giving it an unrivalled reputation in the venture capital field.

We are now looking to strengthen our small UK team through the appointment of two experienced financial executives. You are a qualified Accountant in your late 20's/early 30's, with at least 5 years' post-qualification commercial or industrial experience and a good academic track record. Empathy with fast-growing technology businesses and

strong inter-personal skills are essential. Your role will be to work with your colleagues in the financial appraisal, structuring and subsequent management of potential investments. You'll liaise with other syndicate members, be involved in a wide range of due diligence issues and assist companies with their financial plans and strategies.

The rewards will reflect your experience and potential. Salary is negotiable and a generous benefits package is offered. If you are ready for this exciting challenge please send your CV to: Kathleen Rawle, Personnel Manager, 3i plc, 91 Waterloo Road, London SE1 8XP. INVESTORS IN INDUSTRY



A challenge in finance, property and business

FINANCE MANAGER

Central London

To £27k+ Bonus+Car

LEntA Business Space is an expanding company owned by Barclays Bank, BP, Midland Bank and Shell and since 1980 has been part of their support for programmes to regenerate Britain's cities. Its purpose is to acquire and convert London properties into units suitable for small and start-up businesses. LEntA Business Space maintains a close working relationship with the London Enterprise Agency (LEntA), to provide small business counselling, training and advice.

The Finance Manager will be a key member of the Management Team, with responsibility for financial plan-

ning and reporting as well as overseeing the accounting and computer systems.

In addition to at least 2 years' post-qualification experience, you will need entrepreneurial flair and a thorough grasp of wider business issues. Preferably coming from a property background, you must be computer literate and have good interpersonal skills.

If you are a self-starter who would enjoy the challenge of a growing business environment, please send a copy of your CV to The Chief Executive, LEntA Business Space, Rosebery House, 70 Rosebery Avenue, London EC1R 4RR.



Excellent Career Opportunity

WAGON INDUSTRIAL

Group Financial Controller

Telford

c£30k+ Car

Our client, Wagon Industrial Holdings plc, is fast growing and dynamic. The Group is involved in a broad range of manufacturing activities and has a well defined corporate strategy. The long term prospects of the Group are excellent, and turnover is in excess of £200m.

An opportunity has now arisen for a talented accountant to join the Group as Group Financial Controller. This position will demand the ability to deal effectively with all technical issues inherent in consolidations as well as the commercial skills to make a positive contribution to the overall management of the Group.

Suitable candidates will be qualified accountants, ACA, ACMA, ACCA, probably aged between 28-35.

with an excellent track record and the personal skills necessary to act as an interface between the Head Office and subsidiaries. This role offers superb experience for an able and ambitious accountant to play a key role in a small and highly effective Head Office team.

In return for your talents the Group offers a generous salary package. If successful in this role the career opportunities may be to progress to main board level.

Interested candidates should write to Tony Hodgins ACA, Executive Division, enclosing a comprehensive curriculum vitae, at Michael Page Finance, Bennetts Court, 6 Bennetts Hill, Birmingham B2 5ST.



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Finance Director

NORFOLK/SUFFOLK

To £30K + CAR + EQUITY PARTICIPATION

This young established and go ahead office equipment dealership now requires a commercially oriented Finance Director. With its recently obtained venture capital backing, the Group is now poised for further rapid growth, and is expected to reach a turnover in excess of 15 million next year. Future prospects include further expansion both organically and by acquisition.

As Finance Director you will be a member of the board to assist in the commercial development of the

Group. You will be particularly responsible for organising and managing the finance and administration function, with an emphasis on producing timely information, budgetary control and planning. You will also act as the main interface between the Group's financial advisers and its venture capital investor.

A qualified accountant, you will probably be aged 28 - 35 with at least five years' of commercial experience. Personal attributes must include high

levels of energy, interpersonal skills and business acumen.

Resumes, with daytime telephone number and current salary please, to Chris Howarth, ref CH520, Coopers & Lybrand Executive Resourcing, Abacus House, Cosser Park, Gloucester Street, Cambridge CB3 0AN.

Executive Resourcing

Coopers & Lybrand

PRUDENTIAL HOLBORN

Finance Manager

Life & Pensions

Leading Financial Services Industry

Central London

To £28,000, Car Excellent Benefits

Prudential Holborn is specifically dedicated to providing the highest standards of investment, advice and performance to the high net worth sector. This rapidly growing organisation offers a stimulating key role, created by a climate of expansion to meet the needs of a competitive market.

The successful candidate will assume total responsibility for the Financial Accounting operations of their innovative, life and pension business areas.

Supported by a high calibre team you will control co-ordination and production of all accounting information, and demonstrate an ability to contribute to the profit-making process.

The ideal candidate will offer a minimum of two years post-qualification experience and display knowledge in Life and Pensions Accounting procedures. Personal qualities will include an ambitious, self-motivated individual who can meet deadlines and contribute fully to the financial function.

Excellent opportunity for advancement within Britain's largest financial services group.

Candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to: B.K. Boylan, Accountancy Division, Hoggett Bowers plc, 1/2 Hanover Street, LONDON, W1R 9WB, 01-734 6852, Fax: 01-734 3738, Ref: K16007/FT.

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, SHEFFIELD, WINDSOR
A Member of Blue Arrow plc

CHIEF ACCOUNTANT

The British Newspaper Printing Corporation is part of the dynamic Maxwell Communication Corporation and operates in a high profile environment using leading edge technology printing facilities to produce the Mirror Group Newspaper titles in addition to other publishers' titles.

The demand for good, professional financial management is as strong as ever; subsequently we are now looking for an experienced Chief Accountant to take full responsibility for the Head Office Finance function, consolidation and statutory accounts, cash control and the maintenance of company accounting standards.

To assist with this crucial role, you will have an experienced team of seven people enabling you to concentrate on developing management information systems controlling major supply contracts and the general management of the Head Office accounting records. In addition you should have the experience to design and implement a new computerised accounts system.

For this highly responsible position you will preferably be a Chartered Accountant with strong financial accounting skills and some systems development and implementation knowledge. It is desirable for you to have some previous industrial experience and good interpersonal and man-management skills.

In return you will receive a substantial benefits package, including company car, which will be at the level you would expect from a company that breeds so much success.

If you think this is you, send your CV with details of current salary to Mr G M Bentley, Head of Personnel, British Newspaper Printing Corporation (Watford) Ltd., St Albans Road, Watford, Herts. WD2 5RD.



British Newspaper Printing Corporation plc

NEWCASTLE INTERNATIONAL AIRPORT LTD.

MANAGING DIRECTOR

£45,000 p.a.

(to be reviewed in April)

The Managing Director is an Executive Member of the Board of Directors and has responsibility for the control of the Company's functions and objectives as defined in the Business Plan. The postholder is, at the moment, assisted by a Director of Operations and a Director of Finance and Administration.

Located 6 miles north of the City of Newcastle upon Tyne, Newcastle International Airport is a major regional airport and became a private limited company on 1st April, 1987. It handles approximately 1.5m. passengers each year and is currently undertaking a series of major schemes to improve existing facilities and upgrade operational equipment.

The postholder is granted use of a Company car and relocation expenses are payable in appropriate cases.

Applications are invited for this key post of Managing Director which will become vacant in July 1989 following the retirement of Mr. J. H. Denyer, the present postholder.

An Application Form and a detailed brief describing the post, the resources and objectives of the Airport and the staffing structure are available from Mr. E. B. Lincoln, Airport Legal Adviser, 14 Northumberland Square, North Shields, Tyne and Wear NE30 1PZ. (Telephone No. 091 257 5544.)

The closing date for applications is 20th March, 1989.

Appointments Advertising appears every

- Monday - Legal Appointments
- Wednesday - General Appointments
- Thursday - Accountancy Appointments

Financial Controller

SOUTH MIDDX, c.£35,000 + BONUS + CAR

A large and very successful American corporation, who are major international players in the hair care and toiletries field, have recently started up in the UK with the launch of its branded products. Well researched and backed by impressive advertising campaigns, the products have already been accepted by a number of major multiple retailers where sales are proving to be very strong. The American parent sees this new venture as a long term strategic investment, with further developments into other lucrative European markets to follow.

The Managing Director of this new venture requires a Financial Controller to be an active participant of his small management team, collectively responsible for driving the business

through its early growth stages and eventually establishing it as a fully fledged subsidiary. You will be required to develop fully the financial and accounting function with an emphasis on the production of sound management information for controlling and planning the commercial success of the venture, including the monitoring and financial management of third party manufacturing, distributing and selling.

A qualified accountant, probably aged early 30's, ideally you should have a background in a multi-national packaged goods firm's business, preferably in toiletries, in addition to small company experience. As an individual, you must be a hands-on and positive person with an

enthusiastic, entrepreneurial personality able to withstand high pressure in coping with the formation of the new company in a rapid growth situation.

Resumes, with daytime telephone number and current salary please, to Chris Howarth, ref. C1958, Coopers & Lybrand Executive Resourcing Limited, Shelley House, 3 Noble Street, London EC2V 7DA.

Executive Resourcing **Coopers & Lybrand**

Finance Director

{ Liverpool }
c.£26,000

Our client is a leading educational establishment in the City of Liverpool who is looking ahead to the challenge of the 90's. They are now seeking to appoint an exceptional Finance Director who will lead them through the important commercial challenges they are facing.

Your key objective on taking up this position will be to assess the current financial systems and controls and implement changes where necessary.

In addition you would be responsible for:
* the day to day running of the finance function
* the negotiation of funds from external sources

* the management and motivation of the finance staff

This is an ideal opportunity for an ambitious finance professional to actively contribute to the organisation's success. To have gained the relevant experience you will be aged 30+ with a recognised professional qualification. You will have had the opportunity to operate at senior management level and faced the challenges of implementing change within an organisation.

Personal attributes are equally important and you should be able to demonstrate outstanding communication skills, the ability to motivate and lead a team of staff and the desire to

implement change.

In return the position offers a competitive salary, 30 days holiday per year, relocation assistance where applicable and the opportunity to work with a close knit team within the developing city of Liverpool.

Candidates should write including full career and salary details quoting reference MCS/8859 to: Penny Stocks,

Executive Selection Division
Price Waterhouse
Management Consultants
Livery House
169 Edmund Street
Birmingham B3 2JB

Price Waterhouse

Financial Controller

Television/Film Production
Package to £29,000
West London

An exceptional opportunity has arisen for a young qualified accountant to take a key role in the dynamic area of television sports programming. The company is the UK subsidiary of the recognised world leader in this area which has enjoyed an unparalleled record of continuing growth.

The role will be to ensure effective and efficient controls in a fast moving,

rapidly expanding environment and to provide financial expertise for a high powered and extremely entrepreneurial management team.

You will be a qualified Accountant with a minimum of two years post-qualifying experience ideally gained in a media/broadcasting environment. Experience in production accounting, working to strict projects and tight deadlines is especially sought. The

ability to remain clear-thinking and to show considerable initiative under pressure is essential.

Please write enclosing a CV to Christopher Bairton quoting reference MCS/2032 at:
Executive Selection Division
Price Waterhouse
Management Consultants
No. 1 London Bridge
London SE1 9QL

Price Waterhouse

Financial Director

North West

c.£30,000 + Car

Our client is a highly profitable subsidiary of a dynamic and rapidly expanding UK plc. A policy of strategic acquisitions, coupled with significant capital investment in existing operations, has resulted in a growth rate which has taken group turnover to c.£300m pa.

Internal promotion has created the need for a Financial Director to assume total responsibility for the finance, data processing, company secretarial and administrative functions. This is a key appointment within the senior management team and as such you will be expected to make a significant contribution to the broader aspects of business management.

Candidates, aged 30+, should be qualified accountants, preferably with a relevant degree, who can demonstrate sound

industrial experience, ideally gained in a manufacturing environment, together with a high degree of maturity and a track record of innovation. In addition to technical ability, well developed interpersonal skills and intuitive commercial acumen are pre-requisites.

The remuneration package comprises a competitive basic salary plus performance related bonus and a fully expensed company car. Relocation assistance is available where appropriate.

Interested applicants should contact Iain Blair ACMA, quoting ref. 3091 at Michael Page Finance, Executive Division, Clarendon House, 81 Moseley Street, Manchester M2 3LQ. Telephone 061-228 0396.

Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

FINANCIAL CONTROLLER

Worthing £27,000 + car

Market leaders both in the UK and the rest of Europe, our client manufactures high quality electronic control instrumentation and is a key subsidiary within an international UK plc collectively designing and manufacturing control systems and equipment for wide industrial and manufacturing applications.

Reporting to the Finance Director the position of Financial Controller is an outstanding opportunity for a young qualified to take day-to-day responsibility for the finance department and for the provision and development of financial and management accounts during a period of significant projected growth.

Suitable applicants will be fully qualified, aged 24-32, with excellent financial and systems skills gained within a manufacturing environment. Costing experience is essential as an early project will be the detailed review and development of current systems.

The commercial acumen and interpersonal skills necessary for success in this position will ensure future prospects within this dynamic high-growth environment.

Please write enclosing your CV or telephone Richard Warner.

MANAGEMENT PERSONNEL

York House, Chertsey Street, Guildford, Surrey GU1 4ET
Telephone 0483 65566
(0252 724671 evenings)

Management Personnel
RECRUITMENT SOLUTIONS
LONDON • GUILDFORD • ST ALBANS • WINDSOR
NEWBURY • BRISTOL • CAMBRIDGE

Finance Director

Satellite Broadcasting
c. £45,000 + Bonus + Car London

Our client is the European representative of a highly successful international broadcasting group. They provide a 24 hour satellite television service, which covers the whole of Europe and targets itself at young adults. Based in London, the European operation has achieved rapid growth since its inception in 1987 and confidently expects this expansion to continue into the 1990's.

They need a Finance Director to manage the financial and administrative aspects of the business whilst ensuring that the ambitious, yet attainable, growth targets are maintained. The Finance Director will report directly to the Managing Director and will be responsible for an accounts team of ten. The role will involve a heavy emphasis on planning and strategy and will include advising the Board of directors on the financial and market implications of their decisions.

Given its current levels of growth, this position offers excellent scope for further development and foreign travel.

This is a unique opportunity for a commercially minded, energetic and diplomatic professional with the ability to succeed in a fast-moving, dynamic environment. Candidates should have had at least five years post-qualification experience, preferably gained within the entertainment industry, although this is not essential. The ideal candidate will have a bright, outgoing personality, excellent interpersonal skills and the ability to communicate at all levels.

A salary of about £45,000 is offered together with a substantial bonus, car and private health scheme. Please write in confidence to Jane Woodward at the address below, quoting reference SHA.1282.

SH Stoy Hayward Associates
MANAGEMENT CONSULTANTS, EXECUTIVE SELECTION DIVISION, 8 BAKER STREET, LONDON W1M 1DA
FAX No: 01-487 3688
A member of Horwath & Horwath

FINANCIAL CONTROLLER

(Director Designate)
N. London. £25K + Car

Our clients have established an excellent reputation for imaginative design and quality manufacture in the field of Aluminium Engineered Structures and Products.

A solid business base highlighted by involvement in some of the more innovative and high profile building projects in recent years gives an interesting mix.

Recognising the importance of strong financial and administrative management in the next expansion phase the Directors seek a Qualified Accountant with experience gained in the construction (or similar) industry ideally including contracting.

Essentials are the ability to upgrade financial control and management systems (computerised), head an effective accounts/admin. team in three separate sites and contribute strongly to the management structure.

For further details telephone Pat Redfern on 0403 51289 or send a meaningful C.V. to:
Redfern Associates, 27 Laughton Road, Horsham, Sussex RH12 4EJ

A direct line to the executive shortlist

To secure the best appointments at a senior level needs more than good advice, accurate objectives and sound presentation. InterExec not only provides career advice, but also a unique service to bridge the critical gap between counselling and the right job. Why waste time and money on unproductive letters? InterExec clients do not need to find or apply for appointments. Over 50 full-time staff with over 5,000 undeveloped vacancies p.a. enable InterExec to offer the only confidential Executive placement service. What is each unproductive day costing you?

For an exploratory meeting without obligation, Telephone InterExec on 01-930 9042/7

A member of the Career Development & Outplacement Division



FOR ACCOUNTANTS

INVESTIGATIONS ACCOUNTANT

Location Negotiable c.£25,000 + Bonus + Car

Our client is a marketing led public group which has expanded rapidly over recent years both through acquisition and organic growth. Their interests are diverse and include manufacturing, distribution, retail and financial services.

Continuing growth (both in the U.K. and Europe) combined with the increasing complexity of the group's activities have led to the requirement for a senior manager to improve the existing management structure by introducing an in-house proactive consultancy arm.

Reporting directly to the Group Finance Director your brief will be to undertake commercially orientated investigations at subsidiary companies, which will include the examination and appraisal of management information reporting systems. Other projects such as acquisition work will be carried out on an ad hoc basis.

There will be considerable liaison with general management at subsidiary level and hence it is imperative that the successful candidate can communicate effectively and if need be initiate and implement action programmes.

Candidates will be ambitious qualified accountants possessing a mature and profit motivated approach combined with a strong and tenacious personality.

The geographical spread of the group's subsidiaries together with the amount of travel and time away envisaged in this role dictates that home location is not of prime importance although a base within travelling distance of the Midlands or Yorkshire would be useful.

Our client offers an attractive remuneration package combined with excellent career prospects at senior level.

For further information please contact Alyn Pearce ACA quoting ref. 895/35371 at Daniels, Bates Partnership Ltd., Yorkshire Bank Chambers, 11A Smithy Row Nottingham NG1 2BY or telephone him on 0602 483321

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WHITBREAD

OPERATIONAL AUDIT MANAGER

Central London c.£45,000 + car

Our client, Whitbread Plc, is a major force within the UK retail and leisure industries and is expanding into overseas markets. Turnover currently exceeds £1.5 billion.

The function of the audit department is to give reassurance to the company's executive on the management and control of autonomous business units and to identify and recommend profit improvement opportunities.

An experienced manager is required to head up a sizeable audit department of qualified staff reviewing systems, controls and policies throughout all business areas and appraising strategic issues.

Preferred applicants will be chartered accountants aged around 35 with an audit background ideally with a retail and food bias. It is essential that applicants have a good commercial approach and the credibility to deal with board members and senior management and to progress to a senior line position within three years of appointment.

Please send career and personal details quoting reference F/019/A to Carle Andrews.

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Develop your financial skills with an international group

London, W1 c£27,000+Car+Benefits

We are the autonomous British subsidiary of a Western European energy group, one of the 'Majors' of the oil industry. Firmly established in this country for some twenty-five years, our exploration and production activities in the key area of the North Sea have kept us at the forefront of our sector.

An excellent opportunity has arisen at our London Headquarters, which will carry responsibility for the group financial accounting function of a highly profitable £200 million turnover business. The successful applicant's key tasks will include direct responsibility for a team of 8 finance staff, management of the periodic financial and statutory accounting functions, sales accounting, and group reporting requirements. Additionally, you will be expected to develop relationships with

financial and operational management, in both Aberdeen and Paris. Applications are sought from qualified Accountants, aged 26-35, with a minimum of two years' post qualification experience gained in an industrial or commercial environment and a sound knowledge of current U.K. statutory/financial accounting practices. To find out more about the role and the company please contact Gerard Davies on 01-831 2000 (evenings and weekends 01-367 6412) or write to him at the Executive Division, Michael Page Finance, 39-41 Parker Street, London WC2B 5LH. Alternatively, applications may be faxed on 01-831 2612.

Neither names nor details of interested individuals will be disclosed to the client without express permission.



Michael Page Finance

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Dataquest European Financial Controller

To £28,000+Car+Benefits

Dataquest is the world leader in the production of high technology market research. Formed in 1971 it has serviced a rapidly expanding base of blue-chip clients by providing information to assist in the development of product/marketing strategy, corporate planning, venture capital and new business ventures. They wish to appoint a European Financial Controller to assume specific responsibility for the development of management information. In addition, as a member of the management team, the successful candidate will be expected to contribute significantly to the profitable development of the business.

Applicants aged 27-33, will be qualified accountants who can demonstrate achievement in their careers to date coupled with a positive approach and well-developed interpersonal skills. Travel is anticipated to locations including California, Paris and Munich and some business French would be an advantage, although this is not essential. Interested candidates should telephone Barbara Burke on 01-831 2000 or alternatively, write to her at Michael Page Finance, 39-41 Parker Street, London WC2B 5LH, quoting ref. BB26.



Michael Page Finance

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Financial Controller

NORTHAMPTON, c£24,000 + CAR

This position is with the County Commercial Services of Northamptonshire County Council. It has recently been set up as a new department with responsibility for carrying out various established trading activities of the County Council. In the first instance, primary responsibility will be for the County Contracting Division which carries out the maintenance and construction of highways, grounds maintenance and central transport services with a turnover of \$11 million. You will be responsible for all financial and commercial activities within County Contracting but eventually you will also assume responsibility for the other divisions of County Commercial Services.

The scope of the position is wide in that besides the usual control over financial information, budgeting and cash control, there are ample opportunities to exercise your skills in the areas of overall policy formulation, business improvement strategy and customer relations. This business is in the process of introducing new management information systems, improving the monitoring of business plans and generally raising the profile of the finance department with operating managers. You will be a qualified accountant, probably in your late 20's or early 30's, commercial in approach and with good information technology skills. You should be well versed in

problem solving and should possess good communication techniques. The remuneration package includes a car for which a private use charge will be made. Resumes please, including daytime telephone number and indication of present salary, to John Elliott, Coopers & Lybrand Executive Resourcing Limited, 43 Temple Row, Birmingham B2 6JT, quoting reference JES1.

Executive Resourcing **Coopers & Lybrand**

FINANCE DIRECTOR

North West £30-35,000 + profit-related bonus + car + benefits

Our client is a highly successful engineering company (T/O 25m) manufacturing a range of high value specialist machinery for international markets worldwide. Part of a dynamic US parent, it attributes its rapid growth to a sophisticated product range and to the quality and commitment of its people. The Managing Director now seeks to strengthen the senior management team with a commercially-orientated Finance Director of outstanding calibre. Your sound judgement, energy and flexibility must match the quality of your technical skills and experience, as you will

play a key strategic role. Supported by a small department you will be fully responsible for all financial controls and systems development, as well as all secretarial, treasury and legal functions. The full scope of your role will reflect your own involvement, ability and determination, and your brief will be as wide as you can handle. Aged in your 30's and almost certainly ACA, ACMA or ACCA qualified, you will have gained a number of years financial experience at senior level, either in an engineering or manufacturing environment, or in the profession.

For the right candidate, career prospects are excellent, and relocation expenses will be offered where appropriate. Please apply in writing, enclosing a full Curriculum Vitae, to the company's advisor, Sharon Turnbull, Mercuri Urval Limited, Ship Canal House, Kings Street, Manchester M2 4WU, quoting ref: 71/89.

Mercuri Urval

Financial Accountant

A key role for an agent of change

Gillingham, Kent. c.£27,000 - £32,000 + car

Our client is a highly successful business unit within a major UK industrial group. The group as a whole is enjoying the benefits of extensive restructuring and is taking full advantage of the international development of its markets.

In response to this challenge, we now wish to recruit a qualified accountant. He/she will create a programme to develop the financial accounting function, a key element of which will be the enhancement of internal controls. Along with the management of his/her department, the successful candidate will also be expected to undertake ad hoc assignments many of which will involve working alongside senior personnel both in the UK and overseas.

The successful candidate is likely to have at least two years' post-qualification experience gained in industry and will probably be in the age range 27 to 34. He/she should be able to demonstrate a record of improving systems along with strong man-management skills.

The group is recognised for its extremely impressive career development record.

Please apply to: Anthony Jones, Career Plan Ltd., 33 John's Mews, London WC1N 2NS, tel: 01-242 5775, (or 01-348 3641 between 7.30 pm and 9.30 pm).

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Personnel Consultants

YOUNG QUALIFIED ACCOUNTANT

Global strategy and troubleshooting

London £25,000 + Car + Overseas Travel

Turning over £1 billion worldwide, this well established yet fast growing US-owned company designs, manufactures and markets a high quality range of office and home furnishing products. Over the last few years, they have consistently set record sales and profits, both through organic growth and recent acquisitions.

Reporting to a Divisional Business Manager, this is a challenging position, separate from the company's conventional accounting functions and central to its operational success. In addition to preparation and monitoring of annual budgets and 5 year plans, key elements of the role include:

- ▲ 25% international travel, troubleshooting in North America and Europe.
- ▲ Heavy involvement in new product development, from research and strategy to market and competitor analysis.
- ▲ Acquisition investigations and performance appraisals.

This role would ideally suit a recently qualified accountant, but exceptional newly qualifieds will be considered. A highly commercial outlook is essential. Career prospects are excellent and include the opportunity within 2 years to take on a subsidiary controllership, either overseas or in the UK. There is also the chance to move into general management. For further details, please contact ANDREW LIVESSEY on 01-404 3155, or write to him at Alderwick Peachell & Partners Ltd., Accountancy and Financial Recruitment, 125 High Holborn, London WC1V 6QA.

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Opportunities in Investment Banking for Accountants

We need two ambitious, recently-qualified accountants with a strong commercial awareness. You should ideally have previous experience of investment banking products although emphasis will be placed on initiative and enthusiasm.

Swaps Accountant
You will provide support for swaps trading operations in the major financial centres, working closely with the New York Swaps Accounting unit. Reporting to the head of Swaps Accounting, this is a key position for a product where we are a world leader both in volume and innovation.

Project Accountant
As part of a small team devoted to providing a wide range of accounting, tax and operational support to all areas of the group, you will report to the head of the Accounting Projects unit.

We provide a competitive salary and comprehensive benefits package. The opportunities for career advancement are excellent. Previous holders of both positions have achieved senior financial and operational positions within the group both in London and New York.

Manufacturers Hanover was the first U.S. bank to establish an investment banking capability in London and together with its operations located in New York, Tokyo, Frankfurt, Hong Kong and Sydney, the Investment Banking Group provides comprehensive origination, trading, distribution and related advisory services to corporates, financial institutions and governments worldwide.

Write now to the address below with your C.V. to apply for these career opportunities.
John E. W. Bamford
Vice President
Manufacturers Hanover Limited
7 Prince Street
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The Investment Banking Group

EXPERIENCED SENIOR ACCOUNTANT FINANCIAL CONTROLLER

AGE 35-55 CENTRAL LONDON

The Design Council is an independent but government sponsored organisation dedicated to improving product design in British industry through a wide range of commercial and subsidised services. The Council is undergoing rapid change to implement best management practices and maximise value for money throughout a regionalised network centred in London.

The Financial Controller will be a key member of the Council's senior management team and will be expected to play a constructive role in helping line management to raise performance across activities such as publishing, book retailing, campaigns, training, and specialist consultancy.

Applications are sought from personable qualified accountants with broad commercial experience and a flexible outlook who can adopt a hands-on approach and develop new micro-based systems with mini-computer back up.

The salary will be up to £30K, and there is an excellent non-contributory index-linked pension scheme. A car is not provided but a generous mileage allowance is payable to car users.

Further details are available from Lynda Anderson, Personnel Offices, on 01-639 8000 extension 4031. Detailed CVs should be sent to her at:

The Design Council
28 Haymarket
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Appointments Advertising appears every

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FINANCE DIRECTOR

TEXTILES

Salary £35,000 (with equity option)

Well established garment manufacturing company, £11m turnover, with ambitious plans to grow organically and by acquisition.

Need to strengthen management buy-in team by appointing an F.D. who will report to the new Chief Executive.

Successful applicant will be:

- Dynamic qualified accountant with strong interpersonal skills, probably in his/her early to mid 30's.
- Experienced in corporate finance and acquisition.
- Fully familiar with manufacturing accounting procedures including computer software systems.

Locations - Leicester and Newcastle. Existing accounts staff of 12.

Package will include an equity interest after initial trial period as well as usual benefits package.

Please write in the first instance enclosing a C.V. together with details of current position and salary to John Clemmence FCA, ATII, Finnie & Co, Bridge House, Westgate, Leeds, LS1 4ND (telephone 0532 - 442331).

finnies
CHARTERED ACCOUNTANTS

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SUSSEX Package c£25000 to c£30000 + Car

Our client is a major autonomous division of a household name company. Operating in a highly competitive and growing market, our client has grown rapidly through the provision of a wide range of high quality financial services aimed at both private and institutional investors.

Following a major reorganisation and in anticipation of further growth, these positions have been created to ensure that the highest levels of financial control and management are maintained. These are high profile roles demanding exceptional technical skills and, of vital importance, the ability to liaise effectively with senior management.

The successful candidates will be qualified, preferably Chartered Accountants, who seek a genuine career move and who can clearly demonstrate a high level of academic and professional achievement. Although a distinct advantage, previous experience in the financial services sector is not essential. Age indicator 27-35.

Based in modern offices in an attractive Sussex town with good communication links, the company offers a competitive salary, excellent fringe benefits, including assistance with relocation if appropriate. For further details send your C.V. or telephone:

JOHN KNIGHT 01-367 8118

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FINANCIAL CONTROLLER AUTOMOTIVE SERVICE SECTOR

Herts, Country House Head Office £25K min + Bonus + Rover 800 + Bens

Engaged in a major drive for growth over the next three years, the company is looking for someone with the energy and self motivation to match its plans.

Reporting to the financial director, the individual will have the experience to manage a large department successfully, the strength of personality to operate effectively at board level, and the judgement required to show director potential.

The successful applicant will be a commercially experienced qualified accountant, probably 25 to 32, and will be responsible for:

MIS review, computer systems, management reports, budgeting and forecasting, credit control.

Full CV and phone number to Box A1158
Financial Times, 10 Cannon Street, London EC4P 4BY

TREASURY OPERATIONS MANAGER

National & Provincial are continuing to expand their Treasury Operations team by appointing a Manager who will report directly to the Treasurer.

He/She will develop treasury settlement, accounting and administrative practices to embrace multi-currency and multi-company procedures. In addition to managing the Treasury Operations function an essential element of the role will be to enhance current procedures to embrace future I.T. strategy.

Possessing thorough experience of operating within a multi-currency environment you will obviously need a high level of numeracy and a contemporary vision of the financial needs of the organisation.

The highly attractive salary package is indicative of the importance of the role and will include a company car, immediate concessionary mortgage, optional contributory pension scheme, BUPA and relocation assistance where necessary.

Please write with full details to: Mrs Angela Stevens, Personnel Department, National & Provincial Building Society, Provincial House, Bradford BD1 1NL. Tel: (0274) 733444.

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FINANCIAL ACCOUNTANT

W. London £18,000 + bonus

CBS/Fox Video is probably the most exciting and successful distributor of high quality feature films for home entertainment.

With a dominant share of the rental market, the company is positioned to maximise its presence in the sell through sector.

The appointee will assume responsibility for maintaining/improving efficient controls of a sophisticated range of accounting operations, providing guaranteed support to the Financial Controller.

Part qualified candidates, in their early to mid-20s should provide evidence of sound administrative skills, a good working knowledge of Lotus 1-2-3, together with in-depth accounting experience. Whilst the remuneration package includes excellent benefits, there will be the attraction of working in a fast moving environment in a company committed to vigorous expansion within the entertainment industry.

Interested candidates should apply, in complete confidence, to:

HENRY PRATT ASSOCIATES,
Morritt House, 58 Station Approach,
South Ruislip, Middlesex HA4 6SA.
Telephone 01-841 7151.

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BUSINESS/CORPORATE TAX MANAGER

£35,000

For medium sized City based firm of Chartered Accountants ACA (ATI preferable). Please call David Paton 580-5522, or alternatively write to:

Executive Search Division
Hynes Associates, Wells House, 77-79 Wells Street, London W1.

GROUP FINANCIAL CONTROLLER

SOUTHERN
ENGLAND

c£33,000 + CAR +
BENEFITS

Our client is one of the leading independent brewers in Southern England with a long tradition in brewing and public house management. More recently, their activities have extended to property investment and their growing commitments now necessitate the appointment of a Group Financial Controller.

This key appointment is crucial to the long term strategy of the company and provides considerable scope for career advancement. Reporting to the Managing Director, full responsibility will be taken for all group financial reporting matters which comprise: financial planning, establishing effective production control systems, computer systems development, taxation and all statutory matters.

Candidates will be qualified accountants with a minimum of 10 years management experience. As well as proven technical abilities, an essential quality will be strong interpersonal skills and the ability to motivate others.

A generous remuneration package consists of a basic salary, relocation costs (where needed), car and a range of benefits.

To obtain further information, please send a detailed CV, in confidence, to Charles E. S. Cotton, ASA International Ltd, Ludgate House, 107-111 Fleet Street, London EC4A 2AB, or telephone 01-353 1244.

ASA International

Apple Computer Europe

International Audit Manager

Paris Base

With a turnover of approximately \$1bn and a growth rate in 1988 of some 80%, Europe represents perhaps the most exciting and dynamic region within Apple Computer. In view of the increasing importance of the region, the position of International Audit Manager is being created.

Reporting directly to the United States and the Business Development function, the candidate will be responsible for recruiting his or her own audit team to examine strategic and operational issues as well as reviewing the financial controls and internal procedures of the subsidiaries. Assignments will be performed mainly in Europe but may also extend to special projects in the Pacific region (around 50% travel should be expected).

The ideal candidate should have a strong background in a professional audit firm and subsequent multinational experience

£65-75k + Car + Stock Options

either within internal audit or financial control. Exceptional candidates within the profession will, however, be considered. Knowledge of European languages will be an obvious advantage.

As the selected person will be a true business partner of the various local management teams, the position could lead to senior management opportunities in other functions throughout the Corporation.

Please contact Ivor Alex in strict confidence in Paris on (010) 331 42 89 30 03 or write to him enclosing a comprehensive curriculum vitae and quoting reference no: IA 1513 FT at

Michael Page International,
10 rue Jean Goujon,
75008 Paris, France.

MP

Michael Page International

International Recruitment Consultants
London Amsterdam Eindhoven Brussels Paris Lyon Sydney

'Commercial' Accountant/MBA for 'No.2' Finance Role FINANCIAL PLANNING MANAGER

Age 28-32 Manchester

c.£30-35,000 (inc. Bonus) + Car

Our client is a 'household name', rapidly expanding major plc with extensive European operations. The Group has a strong reputation for its aggressive, 'financially driven' dynamic management which has made it a leading company in the consumer and corporate services sector.

It seeks an energetic, self-motivated and highly commercially-minded young individual to manage the Financial Planning function for the UK operations (1/0 £100m) of one of its divisions. Reporting to the Financial Director, you will be supported by a small number of staff and you will be a key member of the senior business management team.

Your responsibilities will include the preparation of annual and long-term plans, monitoring and critically appraising operating results, producing forecasts of performance and identifying and implementing profit improvement opportunities. You will work closely with the commercial functions advising on business opportunities and also undertake ad hoc projects for the Finance

Director and Managing Director including acquisition reviews. Additionally, you will liaise with the Senior Management Team on establishing and recommending revisions to pricing policy.

This is an exceptionally visible and business-orientated finance role giving very high exposure to operations which should provide a sound springboard to a Finance Directorship or other senior commercial role within the Group.

You will be a qualified Accountant or MBA with relevant experience gained in a commercial, highly-disciplined environment, ideally in the fmcg or service sectors. You will also be self-confident but tactful, a team-player, a good communicator and possess strong powers of persuasion.

If you can rise to the challenge of this role you should write, enclosing a current CV and salary details, to Harry Chrysophos, BA, MBA, FCA, at: FMS, 14 Cork Street, London W1X 1PF (Tel: 01-491 3431).

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Reed Plastic Containers, a member of the Reedpack Group, the UK's largest management buyout to date, is a market leader in the field of rigid plastic packaging and has modern factories at Oakham, Corby and Blackburn. With a turnover in excess of £25m and an excellent record of profitability, our commitment to continued substantial investment has resulted in expansion and increased market share which we feel has created an ideal environment for personal development and achievement.

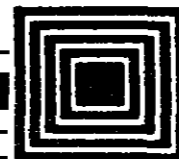
Reporting to the Managing Director and responsible for 13 staff, you will assume overall control of the accounting and data processing departments ensuring the achievement of

efficient and effective financial management for all three factories.

Additionally, as a senior member of the management team, you will make a significant contribution to formulating and implementing the company's strategy for its future development.

Candidates must have a professional accountancy qualification, preferably coupled with a degree and at least four years experience gained within industry.

Write with full c.v. to Mrs. Jenny Langley, Personnel and Pensions Officer, Reed Plastic Containers, Kilburn Road, Oakham, Rutland, Leicestershire LE15 6QL. For more information tel. (0572) 723771.



REED PLASTIC CONTAINERS

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to £65,000

This medium-sized City firm of Solicitors, with a strong and expanding corporate client base, offers an outstanding opportunity to a Senior Commercial Taxation Expert, to form and, in time, head a tax group.

Varied and excellent quality work already exists within the firm, particularly within the Company/Commercial and Commercial Property fields and untapped potential lies within the firm's broad base of clients.

A specialist of high calibre is now sought to provide a centralised tax function and develop a commercial tax practice within the firm.

Initially, the successful candidate will be located in the Company/Commercial Department providing advice on tax aspects of corporate reconstructions, acquisitions and disposals, share options, employee benefits and terminations, partnerships and tax aspects of land development.

Applications are invited from Members of the Accounting profession or others, possessing relevant tax experience in excess of five years, with developed client and management skills.

All enquiries will be treated in strict confidence. Interested candidates are invited to write, enclosing full Curriculum Vitae, to Beinda Worklock at Spicers Executive Selection, 13 Bruton Street, London W1X 7AH, quoting Ref: LM091. Alternatively they may wish to telephone her on 01-480 7766, during office hours, for a confidential discussion.



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FINANCIAL TIMES COMPANIES & MARKETS

Thursday February 23 1989

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INSIDE ICI reflects on image of success

ICI

"We could do with a good recession." That was the not entirely tongue-in-cheek remark muttered by a top executive at Imperial Chemical Industries, Britain's biggest chemicals company, which in recent years has experienced a few problems. However, the difficulties have been more to do with image than substance, and few people are likely to be wildly displeased with the company's 1988 results. **Page 28**

Germany embarks on voyage into the futures market

Germany is preparing its belated push into the highly competitive world of futures and options trading. The ultimate aim - to create a German exchange with the highest regulatory standards which will trade products that appeal to international institutions - unites all the schools of thought. But a spate of recent news has sharply upped the competitive stakes. **Page 27**

Cultures clash on Wall Street

Wall Street's image of Paul Gardini (left), chairman of the Italy's Ferruzzi-Montedison group, has been somewhat sullied by the disastrous Aussimont affair. Montedison's controversial bid to boost its control of the Dutch Antilles subsidiary is an example of a colossal clash of cultures and repeats with broader implications for the way Italian companies approach the US investment community. **Page 22**

Dutch courage in the Amsterdam market

Tracking the performance of the Amsterdam stock market requires a bit of Dutch courage these days. Equity investors there have the dubious honour of being able to choose from 50 share indices. Two new indices were introduced at the start of this year, another is soon to be phased out, and the situation is proving rather confusing, writes Laura Raun. **Page 44**

Fuelling the co-operative spirit

Oil producers are offering to reduce exports as a contribution to the cause of higher oil prices. The cuts themselves do not amount to much but the hope is that the show of moderation will encourage members of the Organisation of Petroleum Exporting Countries cartel to show more restraint in the future and help build a more co-operative spirit. **Page 32**

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Chief price changes yesterday

FRANKFURT (DM)		Spate	1188	+ 25	
Paris	788	8	Synthesia	500	- 31
London	3628	4	SFM	1655	- 89.8
Amsterdam	162	4.2	BS	148	- 4.8
Brussels	152	5	La Houe	536	- 23.8
Basel	358	5	TOYOYO (Yen)		
Stockholm	150	1.4	Daido Steel	1240	+ 200
Osaka	25	1.4	Shimizu	1240	+ 140
Tokyo	172	2.4	Sao Paulo	250	+ 270
London (1st)	123.4	1.4	Seller Put	1100	- 120
London (2nd)	150	2.2	Yamaha	1670	- 160
London (3rd)	1047	10	Yippon F&I	85	- 45

LONDON (Pence)

Shell	438	+ 12	BIC	444	- 7
BP	383	+ 8	BP Inds	247	- 7
Esso	375	+ 8	Esso Inds	204	- 7
Cap & Counties	388	+ 8	GLS A	1115	- 13
Inchcape	255	+ 8	Int'l City 100	75	- 5
Local London	146	+ 8	Meridian Bank	694	- 19.6
Logica	494	+ 7	P & O	88	- 16
Lowes Ind-Sys	394	+ 8	Reynolds	98	- 9
M&P	350	+ 8	Satellite (J)	225	- 14
Orsted Tech	150	+ 22	Shed Chart	535	- 12
Recht Colson	1047	+ 10	Thames	382	- 12
Shell			Unit Trusts	442	- 12

NatWest buys US bank for \$282m

By David Lascelles, Banking Editor, in London

NATIONAL Westminster Bank, the largest UK clearing bank, is adding to its banking network in the north-eastern US with the \$282m agreed acquisition of a New Jersey bank.

The purchase of Ultra Bancorp, holding company of First National Bank of Central Jersey, will make NatWest the 36th largest bank in the US with some \$20bn of assets. Mr John Tugwell, chief executive of NatWest's international businesses, said yesterday.

Mr Tugwell said NatWest wanted to build up a "super-regional" bank able to take advantage of the gradual relaxation of barriers to inter-state banking.

Further acquisitions in neighbouring states would therefore be logical though there was nothing more in the pipeline.

NatWest has indicated for several months that it was interested in further acquisitions in the US. The other big UK clearing banks have retreated from the US retail market in recent years after suffering heavy losses.

First National has assets of \$1.5bn and 95 branches in the central Jersey area.

Mr Tugwell said the acquisition would complement NatWest's operations in New York state and New Jersey. He described First National as "a highly profitable community bank with excellent management and no international loans." It had virtually no overlap with NatWest Bancorp NJ.

NatWest will pay \$50 a share, a premium of more than 50 per cent over the \$32.50 at which the shares closed on Monday night. The total price is equivalent to 18.5 times earnings, or 2.4 times Ultra's expected net asset value when the deal is scheduled for completion in the latter part of this year. At the end of 1988, the net asset value was \$102m, and net income \$17.1m.

Mr Tugwell said that while the price might seem high, it was justified by the quality of the bank's business and its profitability.

NatWest is protecting its offer, which needs regulatory approvals, by acquiring warrants to buy new stock equivalent to 24.9 per cent of the bank's outstanding stock at \$39 a share.

The glamour fades quickly at Nixdorf

Andrew Fisher on the problems of a West German computer maker

Nixdorf has opened the curtain a little wider on what has turned out to be a disastrous year for the West German computer company. The news, including a swingcut in the dividend, was worse than even the most pessimistic expectations. Yet Mr Klaus Luft, the chairman, remained the picture of unrepentance and managed to give the impression that he was addressing a sales conference rather than a press conference.

Nixdorf used to be the German glamour stock, marked out from the more stolid German industrial heavyweights by its buoyant sales and profits performance, its innovative spirit, and its sheer exuberance. But the glamour has faded.

Today, Nixdorf is struggling hard to recover its poise, although it remains safe from predators because of its typically German shareholding structure, in which voting control is in the hands of foundations and the Nixdorf family.

So bad was last year's performance that no dividend at all will be paid on the voting stock, while the payment on the quoted preference shares will drop from DM10 to DM4.

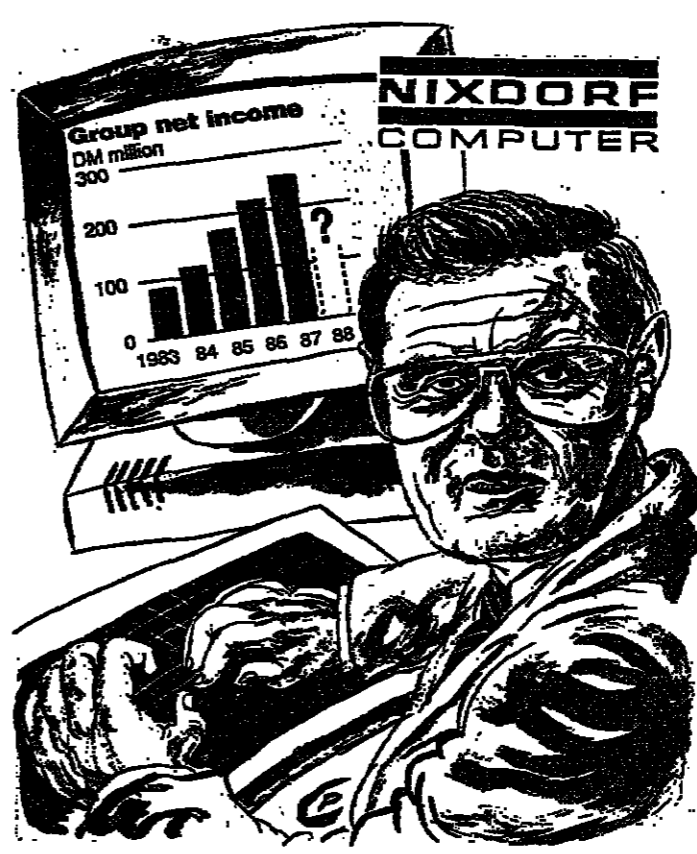
Nixdorf has always had the capacity to surprise. But in its halcyon days, the news was always of sustained growth, each year topping the last by a wide margin. Only a year or so ago, the ebullient Mr Luft, 47, was still talking of doubling turnover every five years.

Recently, however, the surprises have been unpleasant. There's always something round the corner," says Mr Reinhard Fischer, an analyst with Banque Paribas Capital Markets in London. Although it was apparent from early 1988 that growth was tapering off and costs rising, the investment community became steadily more irritated as the unfavourable news mounted.

Noting that the bad news had emerged drop by drop, Banque Paribas said ominously in a recent study: "We think that some remaining bitter drops are yet to come."

What has gone wrong?

Neither Mr Luft nor his colleagues was prepared to talk frankly about the company's problems and how they hope to solve them. It is an attitude that contrasts oddly with Nixdorf's previous openness, although managers are clearly feeling beleaguered now that the



company's fortunes have declined so quickly.

In straight commercial terms, Nixdorf has been hit by fierce competition in its main product and geographical markets (just over half of its business is in Germany and most of the rest in western Europe); a sharp rise in memory chip prices (a difficulty suffered by other manufacturers too) and a considerable drop in the selling prices of its computer equipment.

Its profitable market for bank terminals stagnated, while expansion in the retail market, with lower margins, was not enough to compensate. At the same time, labour costs soared because of its high level of staff hirings in 1987.

But there is a more fundamental question than that of prices: does the present management lack the farsightedness and tough pragmatism of the late Mr Heinz Nixdorf, who began the company in a basement workshop in 1952? Somewhat of a maverick on the German business scene, the outspoken Mr Nixdorf was one of the pioneers of decentralised computing - offering customers solutions based on mini-computers, indi-

Common industry standards, which have been widely accepted by users, have made it easier for rivals to eat into Nixdorf's markets

vidual terminals and workstations for offices, banks, stores, and small companies. This contrasted with IBM's mainframe-based approach.

Mr Luft, whose background is in marketing, took over as chief executive when Mr Nixdorf died of a heart attack at the age of 60 three years ago. When he took over as chairman, he had been with the company 19 years.

At first, with sales advancing smartly, the transition looked smooth. But many analysts and investors now feel Mr Luft and his board were too slow to react to changed market conditions.

Analysts say the company's organisation into geographical, rather than product, divisions

Sofe shuts down as tax hits trading

By Sara Webb in Stockholm

SWEDEN'S Options and Futures Exchange (Sofe), the smaller of two options exchanges in Stockholm, surprised the financial community in Sweden yesterday by suddenly announcing it is closing due to lack of business.

It pinned the blame firmly on the introduction of a new turnover tax which came into effect on January 1 and which has forced market makers to wind down their activities in recent months. The closure takes effect immediately.

The turnover tax of 1 per cent on options and futures contracts was officially introduced to cool down the financial markets, but it was also a political concession to the trade union movement by the Social Democratic Government.

"We have been very severely hit by the turnover tax and it is impossible to continue as an exchange in this climate as we have had no trade since mid-January," said Mr Dan Stridsberg, Sofe managing director.

He added that the agreement signed last month, whereby the European Options Exchange in Amsterdam would acquire a 40 per cent stake in Sofe, had been called off.

Sofe said both the premium volume and the volume of index options contracts traded had fallen off towards the end of last year as market makers such as Arbitech and Servis started to scale down their business in preparation for the new tax.

The total premium income for 1988 fell to SKr1.09bn (\$173m), compared with SKr1.62bn in 1987.

Sofe said it expects to show a loss for the second continuous year, but added that the loss made in 1987 was due to heavy start-up costs rather than poor business.

Mr Stridsberg said 12 exchange staff had been sacked yesterday but added that Sofe's systems staff would keep working.

Sofe will continue to develop and market its trading system, known as SIB, which it has sold to the Stockholm and Oslo stock exchanges.

Sweden's options market started off with a bang in 1985 when OM, the rival Swedish options exchange, began functioning.

Demand grew rapidly and, as there were complaints about OM's high transaction costs, it appeared there was room for a competitor.

Sofe started up in March 1987 as a non-profit exchange, but had difficulty keeping its market share and eventually abandoned its stock options to concentrate on index options.

Procordia drops Bassett bid

By Lisa Wood in London

CADBURY SCHWEPPE'S, the UK soft drinks and confectionery group, yesterday appeared to be the victor in the takeover battle for Bassett Foods, the UK Jelly Baby manufacturer, as Procordia, the Swedish group, abandoned its hostile \$28m offer.

Procordia, which has spent the last couple of weeks considering whether it would top Cadbury's agreed \$91m bid, announced that its offer was lapsing and it was selling its 10.2 per cent stake in Bassett.

Industry observers said Cadbury, which holds a 14.9 per cent stake in Bassett, was probably home and dry with its bid.

Cadbury is offering eight new shares for every five already held in Bassett, the equivalent of 571p per share. There is also a cash alternative of 53p per share. Bassett's share price closed at 564p per share, down 8p, and Cadbury closed at 357p per share, down 4p.

Procordia, which sells no confectionery in the UK or West Germany, Europe's largest sugar confectionery market, said it wanted to increase its distribution and product range in the European Community.

Mr Goran Lindén, Procordia's deputy chief executive, said the price would have been too high if he had sought to exceed the Cadbury bid. He said: "We wanted Bassett very much as we believed it would fit very well into our strategy."

However, the sugar confectionery sector in Europe is very fragmented and there are several opportunities for us in the future. Bassett was not the only possible step we could have taken."

But Bassett was one of the best

Woolworth adopts new plumage

By Maggie Urry in London

AFTER years of thought and months of research, Woolworth Holdings, the large British retailer, is adopting bright new plumage - by changing its name to Kingfisher.

The bird's name - which will apply to the group rather than the company's high street stores - has precious little connection with the business: Woolworth gave up its position as the UK's leading retailer of fishing rods some time ago because angling equipment did not fit its "focus" strategy.

But Mr Nigel Whitbaker, the group's corporate affairs director, explained yesterday that the name had been chosen because "the kingfisher is highly distinctive and instantly recognisable; it is expert at what it does and it is a great favourite with the public."

The purpose of the new name is to emphasise how much Wool-

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INTERNATIONAL COMPANIES AND FINANCE

Gulliver sells 67% holding in Jacksons

By David Waller in London

MR JAMES GULLIVER, the former chairman of the UK retailing group, Argyle, has abandoned his attempts to turn Jacksons Bourne End, a UK property shell with interests in shoe components manufacturing, into a broadly-based leisure group.

Instead, he and his business associates have sold their 67 per cent stake in the Buckinghamshire-based group to Vasella, a private company run by three property entrepreneurs: Mr Leo Nee, Mr Mark Curney and Mr Berish Berger, for £2.55m (\$4.96m).

A statement from Mr Gulliver's office said the move would free him to concentrate on his larger quoted investments, which include Lowndes Queensway, the group that took over Harris Queensway last summer, and Waverley Cameron, the stationer.

The Scottish entrepreneur and his business associates, principally Select Country Hotels, took a 60 per cent stake in Jacksons in January last year for £5.67m. That holding was subsequently increased to 67 per cent.

Danish savings bank takeover

By Hilary Barnes in Copenhagen

DK SPAREKASSEN, the Danish savings bank which ran into difficulties last autumn, has been taken over by Bikuben, the country's second largest savings bank.

Bikuben is acquiring a regional savings bank with 45 branches and a balance sheet total of DKr1.2bn (\$1.12bn). The acquisition has caused Bikuben to postpone for a month a planned conversion from its status as a self-owning institution to a joint stock company.

This is now planned for April 28. Bikuben meanwhile reported a rise in pre-tax profits from DKr32m in 1987 to DKr317m last year, despite losses from DKr2m to DKr57m. The balance sheet total rose from DKr5.4bn to DKr6.4bn.

Paribas unit buys 20% Australian drug group stake

By Paul Betts in Paris

PARIBAS, the French financial group, has acquired a 19.9 per cent stake in Western Capital, an Australian group specialising in pharmaceuticals, as part of its efforts to build up a portfolio of industrial interests in the health care and pharmaceutical sector.

At the beginning of this year, Paribas launched a subsidiary, Paribas Sante, which specialises in taking stakes in promising pharmaceutical ventures. This has now acquired stakes of between 15 and 35 per cent in four ventures, including the Australian company and a homeopathic laboratory in Switzerland.

Paribas Sante has so far invested about FF750m (\$46m) in its various stakes.

Paribas did not disclose yesterday how much it had paid for Western Capital, which controls a pharmaceutical com-

pany called Cortes in the UK and an Australian laboratory, Auspharm. However, Western Capital, which is quoted on the Perth Stock Exchange, has a total stock market value of about A\$80m (US\$72m).

The investments in the pharmaceutical sector are part of Paribas' current strategy of building up its holdings in various industrial and service sectors which the bank believes offer promising medium- and long-term growth potential.

In a separate deal, Sanofi, the French pharmaceutical and cosmetics group controlled by the Elf-Aquitaine oil company, has further expanded its presence in the US with the acquisition of Iowa-based Quality Plus Essar, which specialises in veterinary products. The US company has annual sales of \$80m. The price of the transaction was not disclosed.

Belgian retailer sees strong advance

By William Dawkins in Brussels

GIB, Belgium's largest supermarket group and the country's biggest employer, expects consolidated net profits for 1988 to rise by between 15 and 20 per cent, on a 20 to 22 per cent turnover increase.

This implies that profits for the year ended January 31 will be roughly BF2.2bn (\$57m), against the previous year's BF1.9bn, with turnover up from BF149.5bn to BF170bn, said the company, formerly known as GB-Inno-BM. The directors estimated that the current year should produce a net surplus of around BF3.5bn. Final accounts are due in May.

All the group's activities were profitable except for its smallest supermarkets, some restaurants and its traditional central city department stores, said Mr Francois Vaxelaire, group president.

GIB will spend a record BF3.4bn this year - 18 per cent more than in 1988 - on upgrading its Belgian supermarkets and introducing new technology for management, plus BF1.1bn on its home improvement stores in the UK, Portugal and Spain. GIB also has interests in the US and France.

GIB's announcement left the shares unchanged at BF1.404.

Cookson raises stake in Johnson Matthey to 8%

By Clare Pearson in London

COOKSON GROUP, the UK specialist metals and chemicals company, has increased its stake in Johnson Matthey to 8 per cent, apparently signalling its determination to play a role in the future of the UK precious metals and materials technology group.

The move was interpreted as showing that Cookson wanted a place at the bargaining table if there were any change in the status of JM, which has substantial links with the network of companies controlled by the South African Oppenheimer empire. Many of these companies - which include Anglo American, the South African mining house, and Minorco, the Luxembourg based investment group - are currently involved in considerable upheaval.

Cookson revealed an initial 6.3 per cent stake last summer and said then that it could be interested in almost all areas of JM's business aside from platinum activities - which account for about half of its

profits.

JM is linked to Anglo American by being the sole refiner of platinum for its Rustenburg mine. It is also 38 per cent owned by Charter Consolidated, itself 36 per cent owned by Minorco, which this week renewed its £3.2bn (\$5.6m) bid for Consolidated Gold Fields.

Meanwhile, last autumn's board room coup at Charter Consolidated, leading to the appointment of Sir Michael Edwards, Minorco's chief executive, as non-executive chairman, has pointed to a restructuring of this UK mining, manufacturing and investment group.

Cookson, which bought its original stake at around £3 per share, will have paid about £2.50 each for the extra 2m shares picked up over the last week.

Yesterday Cookson's shares fell 12p to 307p, valuing the company at about £1bn. JM shares closed at 349p, up 4p, giving the group a market value of around \$600m.

Addis to alter legal status

ADDIDAS, the West German sporting goods group, said it will convert its legal form into an Aktiengesellschaft, a public stock company, but does not plan a public share offering, AP-DJ reports.

The new parent company, Addidas AG, will incorporate the domestic operations and will act as a holding company for the foreign subsidiaries. The move was necessary to adapt Addidas' structure to the needs of a large and international corporation.

Addidas' nominal capital will be DM120m (\$65m), to be held in equal shares by the families of the five children of the late Mr Adolf Dassler, the founder.

The Peasant falls foul of NY arbs

Alan Friedman on the failed bid to buy out the Ausimont minority

If the story of Raul Gardini's failed attempt to buy out minority shareholders in his Montedison group's Wall Street-quoted Ausimont subsidiary had been a sporting event it might have been called "The New York Arbs vs. the Peasant from Ravenna."

But the controversial \$200m offer by Montedison to boost its control of the Dutch-registered specialty chemicals company from 72.5 per cent to 100 per cent was not a sporting event; it was a disastrously handled financial operation that has blocked Montedison's plans for Ausimont and at the same time sullied the image on Wall Street of Mr Gardini, who because of his agrarian roots is known by the nickname-loving Italian press as *Il Contadino*, or The Peasant.

The story of the Ausimont affair, although it may appear to be merely a conflict between arbitrageur-investors on Wall Street and Italy's second biggest private sector group, is, however, replete with broader implications for the way Italian companies approach the US investment community.

For a European agricultural and chemicals concern such as Mr Gardini's Ferruzzi-Montedison group there may be lessons to be learned, in terms of both style and substance when dealing with non-Italian financial institutions. For Wall Street the case may illustrate the difficulties of trying to apply Anglo-Saxon standards to operations by Italian industrialists used to having their own way in the small and clubby market of Milan. Above all, the Ausimont affair is an example of a colossal clash of cultures.

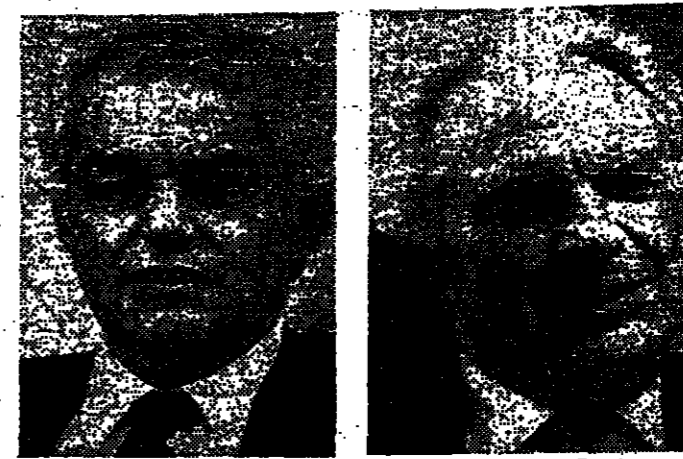
The facts relating to the Ausimont saga can be summarised briefly enough: last year a debt-saddled Mr Gardini considered selling off the Montedison subsidiary and caused Ausimont to commission a study by Morgan Stanley, the US investment bank of options including Ausimont's potential break-up value.

Last autumn Mr Gardini changed his mind and decided instead to try to buy up the 27.4 per cent of Ausimont he did not already own. It was essential that Montedison secure at least 95 per cent of Ausimont, enough to block Mr Gardini's plan fully to incorporate the company.

Moreover, Oppenheimer with an investment of around

\$55m in Ausimont stock, said the \$35 offer was unfair and threatened action to block a proposed transfer of Dural, an Enlastomers division, to Montedison, the new chemicals venture between Montedison and the state-owned Enichem.

The Montedison offer was extended by a day, but the final results show that Mr Gardini has secured only 88.2 per cent of Ausimont, plus the wrath of both minority investors and professional arbitrageurs, who think their threat-



Alexander Giacco, Montedison chief executive (left), is not regarded as a long-term Raul Gardini man

approach: at Montedison he has filled some top jobs with family friends and a handful of Ferruzzi aides so that decision-making is highly centralised.

Mr Alexander Giacco, a 69-year-old American who formerly ran Hercules, the US chemicals group, was named chief executive of Montedison last year, but he is not considered a long-term Gardini man. Indeed executives inside Montedison have suggested that Mr Giacco was instrumental in insisting on the \$35 offer for Ausimont, a decision that one informed observer described as "a macho stance that has cost us dearly." Montedison has thus far declined to comment on the Ausimont affair and neither Mr Gardini nor Mr Giacco have been available for interviews.

In New York Mr Jim Harmon, one of the four Ausimont independent directors who criticised the \$35 offer, has described the situation as "a terrible tragedy for all concerned." Mr Harmon and others in the US warn that Mr Gardini's refusal to pay a dollar or two more on Wall Street could prove costly in legal fees and image.

Whether the Ausimont affair leads to a protracted legal dispute or not remains to be seen, but Mr Gardini's image in the US has already been tarnished.

action. But Mr Gardini, or those who advised him, remained adamant and Ausimont's own board was unable to endorse or reject the Montedison \$35 a share bid, which was launched on January 29.

Morgan Stanley, which has served as dealer-manager of the Ausimont offer, told Montedison it believed that \$35 a share was a fair price. But did Morgan Stanley - in the light of already apparent opposition to the \$35 offer - advise Mr Gardini to offer more? The bank yesterday declined to comment on the matter.

With minority investors in New York threatening class action lawsuits against Montedison and the Ausimont offer set to close last week a new development further aggravated the situation: Oppenheimer, a New York investment firm, disclosed it held 5.2 per cent of Ausimont, enough to block Mr Gardini's plan fully to incorporate the company.

Moreover, Oppenheimer with an investment of around

opened legal action will bring *Il Contadino* around.

Whatever Mr Gardini may be, he is not a compromiser. His background is in commodity trading and his temper is renowned. Early last year, for example, when Mr Gardini engineered a controversial asset play that shifted substantial holdings out of Montedison and into his Ferruzzi-master company, he was accused of riding roughshod over the interests of 100,000 Montedison minority shareholders.

His response to foreign criticism was to declare that "This is an Italian operation in the Italian market and if investors don't like it they can leave it." These words have already come back to haunt Mr Gardini, for, as he is discovering, not all of his aims can be achieved on the Milan bourse alone. And foreign investors do not necessarily "just leave" an offer - they may fight back.

Mr Gardini's management style reflects his maverick

One Ausimont institutional investor on Wall Street grumbled that "for a few dollars more Gardini could have settled this thing." In Milan, a wall of silence surrounds the whole affair. Mr Giacco, when he addressed US analysts in New York last week, said he could not talk about Ausimont.

The damage resulting from what is essentially a smallish matter may be seen in future if and when Enimont seeks to raise funds from American investors. In Italy, where Mr Gardini's financial restructuring of the Ferruzzi-Montedison group has been helped by the protection of Mediobanca, the powerful merchant bank, it is still possible to thumb one's nose at market criticism.

But in the strange tale of the "New York Arbs vs. the Peasant from Ravenna," Mr Gardini has got himself the Wall Street equivalent of a bloody nose.

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NOTICE OF ADJOURNED EXTRAORDINARY GENERAL MEETING

The Extraordinary General Meeting of Shareholders of Mercury Offshore Sterling Trust held on 15th February, 1989 having been unable to consider and vote on the resolutions pertaining to the amendment of the Company's Articles of Association, since the quorum imposed for such resolutions was not reached, an Adjourned Extraordinary General Meeting of Shareholders of Mercury Offshore Sterling Trust will be held at its registered office at 10, boulevard Roosevelt, Luxembourg, at 11.00 a.m. on 23rd March, 1989 for the purposes of considering and voting upon the following matters:

Agenda of the Adjourned Extraordinary General Meeting of Shareholders

6. To resolve that the Articles of Association be amended by adding the following additional sub-sections to Article 4:

(3) The Company may for the purposes of making and realising investments effect transactions on stock exchanges, and also on regulated markets which operate regularly and are recognised and open to the public, in member countries of the O.E.C.D., member countries of the European Community ("Member States"), Brazil, Hong Kong, Malaysia, Mexico, Philippines, Singapore, South Korea, Taiwan and Thailand and may, subject to the Law, effect transactions in recently issued transferable securities the terms of issue of which provide that application be made for admission to official listing on any such stock exchange, or to any such regulated market.

(4) The Company may, if the Directors so determine and subject to the Law, invest 35 per cent. or more of its assets in transferable securities issued or guaranteed by any Member State, any local authority of any Member State, any member country of the O.E.C.D. or any public international body of which at least one Member State is a member.

(5) The Company may, subject to and in the circumstances permitted by the Law, invest in other investment funds recognised by the Law as undertakings for collective investment in transferable securities ("UCITS") provided that in the case of a UCITS linked to the Company by common management or control or by a substantial direct or indirect holding or managed by the Manager or another management company linked in like manner to the Manager, such UCITS has specialised in investment in a specific geographical area or economic sector.

7. To resolve that Articles 1, 5, 6, 7, 8, 13, 14, 15, 16, 17, 21, 22, 23, 24, 25, 26, 27, 28, 29, 31, 32, 34, 35, 37, 39 and 40 be amended, involving primarily the following changes:

- the Company will have an indefinite life, unless dissolved as mentioned below;
- a special majority of 75 per cent. of votes cast at extraordinary general meetings of Shareholders will be required for the passing of a resolution to dissolve the Company, or to amend the Articles of Association;
- the Directors will be allowed to disclose under certain circumstances certain information contained in the Shareholders' Register;
- the power of the Company to indemnify Directors and Officers against expenses incurred in connection with legal proceedings will be limited;
- the provisions which govern valuation procedures will be amended: in particular the Directors will in ordinary circumstances be required to determine bid and offer prices by reference to valuations made at the time of, or subsequent to, the transaction;
- there will be provision for rounding adjustments to be made to conversion prices and amendments will be made to the arrangements for transferring assets between Funds on conversions;
- in conformity with the law of 30th March, 1988 ("the Law") the Articles will contain no restriction on distributions other than the requirement to maintain the statutory minimum level of capital;
- provision will be made for the operation of schemes for regular subscription for Shares of the Company;
- the Directors will be permitted (subject to certain restrictions) to provide for dealings in any Fund to be effected on a weekly or other periodical basis;

- provision will be made for the Manager or other person nominated by the Company to receive an amount equal to the roundings made in calculating bid, offer and conversion prices;
- provision will be made to facilitate the calculation of bid and offer prices in currencies other than sterling;
- the provisions in relation to equalisation will be amended to give the Directors greater flexibility in determining the precise arrangements which will be operated;
- the existing provisions requiring the consent of Shareholders to increases in certain charges will be amended; and by making such other amendments to the Articles of Association as may be necessary pursuant to the Law.

Voting

Resolutions on the Agenda of the Meeting of Shareholders may be passed by a majority of two-thirds of the votes cast thereon at the Meeting, with no requirement as to quorum.

Voting Arrangements

In order to vote at the Meeting:

- the holders of bearer Shares must deposit their Shares not later than 16th March, 1989 either at the registered office of the Company, or with any bank or financial institution acceptable to the Company, and the relative Deposit Receipts (which may be obtained from the registered office of the Company) must be forwarded to the registered office of the Company to arrive not later than 16th March, 1989. The Shares so deposited will remain blocked until the day after the Meeting or any adjournment thereof;
- the holders of registered Shares need not deposit their certificates but can be present in person or represented by a duly appointed proxy;
- Shareholders who cannot attend the Meeting in person are invited to send a duly completed and signed proxy form to the registered office of the Company to arrive not later than 15th March, 1989. Proxy forms were sent to registered Shareholders with the notice for the original Meeting and can be obtained from the registered office. A person appointed a proxy need not be a holder of Shares in the Company; lodging of a proxy form will not prevent a Shareholder from attending the Meeting if he subsequently decides to do so.

The proxy forms received by the Company for the Extraordinary General Meeting of Shareholders convened for 15th February, 1989 need not be renewed and will be valid for the Extraordinary General Meeting of Shareholders convened for 23rd March, 1989.

Information for Shareholders

Shareholders are advised that a copy of the Company's Letter to Shareholders concerning the proposals referred to in the above Agenda of the Adjourned Extraordinary General Meeting and a draft (which is subject to modification, *inter alia*, to comply with the requirements of the competent regulatory and listing authorities) of the detailed changes proposed to the Articles of Association of the Company are available for inspection at the registered office of the Company and at the following places:

S.G. Warburg & Co. Ltd., Prying Agency, 2, Finsbury Avenue, London, EC2M 2PA, England.

Benque Internationale à Luxembourg S.A., 2, boulevard Royal, L-2014 Luxembourg, Grand-Duchy of Luxembourg.

A draft of the Articles of Association as amended will be available for inspection at the Meeting.

23rd February, 1989

The Board of Directors

MBOs - WHO'S NEXT

<p>BPCC</p> <p>buy-out - January 1989</p> <p>Finance raised £265 million</p>	<p>HAYS PLC</p> <p>buy-out - November 1987</p> <p>Finance raised £260 million</p>	<p>HUMBERCLYDE FINANCE GROUP</p> <p>buy-out - September 1987</p> <p>Finance raised £204 million</p>
<p>CARADON PLC</p> <p>buy-out - October 1985</p> <p>Finance raised £66.7 million</p> <p>FLOTATION - JULY 1987</p>	<p>FAIREY GROUP PLC</p> <p>buy-out - December 1986</p> <p>Finance raised £50 million</p> <p>FLOTATION NOVEMBER 1988</p>	<p>RENTO INTERNATIONAL</p> <p>buy-out - May 1987</p> <p>Finance raised £45.8 million</p> <p>SALE TO TIPHOOK PLC DECEMBER 1988</p>
<p>NKF HOLDING BV (led by Candover's Netherlands Associates, Venture Capital Investors BV)</p> <p>buy-out - December 1986</p> <p>Finance raised £38.4 million</p> <p>FLOTATION (AMSTERDAM) MAY 1988</p>	<p>DWEK GROUP</p> <p>buy-out - September 1988</p> <p>Finance raised £38.1 million</p>	<p>TALLEN ENGINEERING</p> <p>buy-out - January 1989</p> <p>Finance raised £11 million</p>
<p>RECHEM ENVIRONMENTAL SERVICES PLC</p> <p>buy-out - December 1985</p> <p>Finance raised £2.25 million</p> <p>FLOTATION - MAY 1988</p>		

Candover Investments are leaders in management buy-outs. We have organised over forty buy-outs world-wide ranging in size from £1 million to £265 million, the latest being BPCC and Tallent Engineering earlier this year.

Candover has invested in all of them and our judgement has been rewarded by their success.

What's more, institutional investors in Candover's buy-outs have achieved returns in excess of 60% per year.

Candover is continually discussing potential management buy-outs with companies, managers and advisors. If you think you could be next, contact Douglas Paiserson, Colin Buffin or Marek Gumieny on 01-583 5090.

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INTERNATIONAL COMPANIES AND FINANCE

Ashok to lift spending after profit doubles

By David Housego in New Delhi

ASHOK LEYLAND, the Indian truck and bus group, plans a big increase in investment after more than doubling pre-tax profits last year to Rs205m (\$12.54m).

The group, which was recently taken over by the Hinduja family and Ivesco, a subsidiary of the investment group, announced that it will invest Rs1.1m over the next two years compared with Rs290m over the past 24 months. Part of the investment is to go towards developing new buses and trucks for export in conjunction with the Fiat group. Mr. Ram Shabany, the company's managing director, said that the "new breed" of products would be defined by June.

Ashok Leyland's turnover rose by 23 per cent last year to Rs5.2m, on the back of a 17 per cent surge in domestic demand for medium and heavy vehicles. Unit production rose 13 per cent to 18,027 vehicles.

The sharp increase in new investment is to be financed in part out of a new convertible debenture issue intended to raise Rs515m. Mr. Shabany made clear that "the quantum jump" in investment over the next two years was part of longer-term expansion plans.

The Hindujas, the wealthy London-based Indian trading group with large industrial ambitions in India, bought the 39 per cent British stake in Ashok Leyland from the Rover group in 1987. Ivesco was brought in to provide the company with new designs and technology.

The Raiba investment will also go towards rehabilitating the company's parent plant at Madras.

Mayne Nickless moves ahead 40%

By Chris Sherwell in Sydney

IMPROVED EARNINGS from its transport businesses and strong performance in Australia and the UK have pushed interim profits 40.3 per cent higher at Mayne Nickless, the Melbourne-based international transport and security services group.

Figures released yesterday for the six months to January 1 showed after-tax profits increased to A\$51.9m (US\$42.2m) from A\$37m in the same period last year. On an equity-accounted basis, they rose 42.4 per cent to A\$57.2m.

Consolidated group revenues climbed 15.6 per cent to A\$892m, and rose above A\$1.1m when associates were included. Directors said they

expected a "good result" for the second half based on January and February figures.

A detailed breakdown of the results revealed that revenues and earnings from the group's security services were flat, so that the bulk of the improvement in the group's performance was attributable to transport services.

Thus, profit before interest and tax for the freight and transport businesses rose to A\$43m from A\$31m, on revenues which increased to A\$515m from A\$401m, whereas profits from security services inched up to A\$31m from A\$30m, and sales crawled to A\$321m from A\$320m.

A geographical breakdown showed Australian operations remained at the core of the group's success, with profit before interest and tax climbing to A\$73m (A\$54m) and revenues rising to A\$541m (A\$427m).

UK profits also improved, moving to A\$11m from A\$6m, as did revenues, which increased to A\$100m from A\$86m. The expanded Parcel-line freight operation achieved "substantial" revenue growth, the company said, while the Security Express and Armaguard security operations recorded "an outstanding profit improvement."

Both the US and Canada, on the other hand, recorded falls in profit and revenue, with the

US plunging into the red because of losses at Loomis Armoured.

Unlike some Australian companies, which have recently complained about the strength of the Australian dollar, Mayne Nickless said yesterday its reported profit was "not materially impacted" by the currency's appreciation "due to the spread of the company's operations and the currency hedging programmes in place."

Directors declared an interim dividend of 15 Australian cents per share, up 70 per cent on the previous figure after adjusting for the one-for-five scrip issue during the year. The dividend is fully franked.

Koor forecasts return to black after 1988 losses

By Andrew Whitley in Jerusalem

KOOR INDUSTRIES will probably remain in the red during 1989. As part of its recovery programme, Koor is to embark this month on an internal reorganisation. This will involve a reduction in the number of its operating divisions and further dismissals of managerial staff.

The group said it will lay off another 2,000 workers this year bringing the total workforce down to 24,470. At its peak, Koor employed over 31,000 people.

A hitch has, meanwhile, arisen in hopes that the winding-up request filed in the Tel Aviv District Court last October by Bankers Trust, a leading creditor, will shortly be withdrawn. Israeli bankers say the problem concerns the foreign creditors' demand that they help supervise Koor's disposal of its assets.

Operational profitability for wholly-owned subsidiaries is estimated to reach Sh15.09m, a 2 per cent increase.

Former BNZ chief details differences with Caygill

By Dai Hayward in Wellington

CONCERN that the Bank of New Zealand may pass into overseas ownership was one of the main differences between the New Zealand Government and Mr Rob Campbell, the former acting BNZ chairman, who resigned on Tuesday.

Mr Campbell, who will remain on the board, knew before he resigned that he was not one of the Government's choices for the new chairman and deputy chairman. Yesterday he outlined some of the factors leading to the difference of opinion between himself and Mr David Caygill, the Finance Minister.

Fundamental to all these is the Government's wish to sell BNZ as soon as possible. The sale has been in abeyance since late last year, when it failed to attract a sufficiently high price. Mr Campbell believes the sale process should be halted to allow the bank to concentrate on rebuilding stability. It should not be sold in a way that will allow control to pass into overseas hands, he said.

Later yesterday, Mr David Lange, the Prime Minister, and Mr Caygill agreed at a meeting instigated by the Prime Minister to investigate Mr Campbell's comments. A spokesman for Mr Lange said the purpose of the meeting was to "stop the affairs of the bank being discussed in the public forum."

Mr Campbell said he had agreed not to expand his views publicly. He had earlier said some of the advisors to the BNZ could not distinguish between "a trading bank and a piggy bank."

Mr Caygill has said the Government will consider bids from overseas buyers that meet the necessary criteria. Elders Financial Group, and the National Australia Bank are among potential overseas buyers known to be interested.

INTERNATIONAL APPOINTMENTS

Seagram designates a son of chairman as next president

By Robert Gibbens in Montreal

MR EDGAR Bronfman Jr, 34, will become president and chief operating officer of the Canadian Seagram group, the world's largest drinks company, on July 1.

A son of Mr Edgar Bronfman, chairman of New York-based Seagram, Mr Bronfman Jr has been executive vice president of Seagram's US operation since last August. He will remain in that post until succeeding as group president in July Mr David Sacks, who has been appointed vice chairman. Edgar and his brother Charles, co-chairman of Seagram, had a public tiff over the succession three years ago when Edgar said Edgar Jr rather than Sam, his eldest son, would be the next head of Seagram. Later, Charles accepted this, but a clear division was made between the family of Charles in Canada, and that of Edgar's in New York.

On July 1, Mr Sacks will also take up a position as president of the United Jewish Appeal Federation of Jewish Philanthropies of New York.

MR GEORGE Ebricht, a well-regarded executive who recently resigned as president and chief operating officer of SmithKline Beecham, the large Philadelphia-based drug group, has been named chairman and chief executive officer of Cytozen, a small US pharmaceutical company.

Mr Ebricht's departure a month ago from SmithKline, which has been facing severe problems in its main drug markets, followed differences with Mr Henry Wendi, chairman and chief executive. At Cytozen, Mr Ebricht succeeds Mr Robert Johnston, who remains chairman.

EATON, the US automotive parts and electrical equipment manufacturer, announced that Mr William Butler, formerly president of its automotive components division, has been named corporation president and chief operating officer.

Mr Alfred Rankin Jr, 47, Eaton vice chairman and COO since 1986, is leaving to join Nacco Industries, a coal mining and manufacturing concern less than a quarter of the size of Eaton. The Rankin family has held major holdings in Nacco for many years.

The move appears to place Mr Butler, who is 57 and a 32-year veteran of the company, in position to succeed Mr James Stover, 52, who has given up the post of president but remains chairman and chief executive at Eaton.

Mr Rankin succeeds Mr Ward Smith as Nacco president and also becomes COO, while the latter retains the chairman and chief executive roles.

THE New York-based Prudential-Bache Securities, a worldwide investment banking and brokerage concern, has made Mr W. James Tozer Jr president and chief operating officer.

The company is a subsidiary of Prudential Insurance of America, which is owned by its policy holders and is the largest US insurance firm.

Mr Tozer replaces Mr James T. Barton as president, the latter having moved to the role of vice chairman, focusing on client and industry relationships. Mr Tozer left Marine Midland Bank in 1987 after serving as one of its top officers, and since had been managing a portfolio of personal investments and business ventures.


THE BOARD of Public Service of Colorado elected Mr Delwin D. Hook as chairman designate. He will take up the position on February 28, as well as remaining president and chief executive.

CITICORP BANKING CORPORATION
(Incorporated with limited liability in the State of Delaware)
U.S. \$50,000,000 Floating Rate Notes due August 20, 1989
Notice is hereby given that the Rate of Interest for the period February 23, 1989 to May 23, 1989 has been fixed at 9.8875% and that the interest payable on the relevant Interest Payment Date, May 23, 1989 against Coupon No. 11 in respect of US\$10,000 nominal of the Notes will be US\$244.44.
February 23, 1989, London
By: Citicorp, N.A. (CSSI Dept.), Agent Bank **CITIBANK**

Linfin Corporation
U.S. \$275,000,000
Collateralized Floating Rate Notes due 1995
For the three months 21st February, 1989 to 22nd May, 1989 the Notes will carry an interest rate of 9% per annum with an interest amount of U.S. \$1,234.38 per U.S. \$50,000 nominal. The relevant interest payment date will be 22nd May, 1989.
Listed on the Luxembourg Stock Exchange
Bankers Trust Company, London Agent Bank

Financial Information Service on Japanese Corporate Issuers
MIKUNI'S CREDIT RATINGS
on about 4,000 bond issues and about 1,000 short-term notes
Cost: US\$ 3,600 per year
To: Mikuni & Co. Ltd.
Daikoku Bldg. 12-1, Nishi-Shinjyuku 1-chome
Minato-ku, Tokyo 105, Japan or Telex: J33118
Please send further information to:
Name _____
Address _____

HARRISON'S MALAYSIAN PLANTATIONS BERHAD
(Incorporated in Malaysia)
NOTICE OF CLOSURE OF REGISTER OF MEMBERS FOR BONUS ENTITLEMENT
NOTICE IS HEREBY GIVEN that the Register of Members of the Company will be closed on the 16th day of March, 1989, for the purpose of determining shareholders' entitlement of the additional 422,991,214 ordinary shares of \$1/- each in the share capital of the Company arising from a bonus issue of one (1) new share for every one (1) existing share held.
Registrable transfers received by the Company's Branch Registrar, Messrs. Baring Brothers & Company Limited, Bourne House, 34 Beckett Road, Beckenham, Kent BR3 4TU, up to 5.00 p.m. on the 15th day of March 1989, will be entitled to the bonus shares.
By Order of The Board.
Mohd. Nadzir Mahmud
Secretary
Kuala Lumpur
February 23, 1989


EUROPEAN INVESTMENT BANK
Pesetas 15,000,000,000
11.40% Notes Due 1996
Lead Managers
BANCO ESPAÑOL DE CREDITO (BANESTO) BANCO CENTRAL, S. A.
Co-Managers
ASESORES BURSATILES BANCO BILBAO VIZCAYA
BANCO EXTERIOR DE ESPAÑA BANCO HISPANO AMERICANO, S. A.
BANCO SANTANDER DE NEGOCIOS BANKERS TRUST SERVICIOS FINANCIEROS, S. A.
BANQUE BRUXELLES LAMBERT Sucursal en España BANQUE INDOSUEZ Sucursal en España
BNP ESPAÑA Grupo Banque Nationale de Paris DEUTSCHE BANK AKTIENGESellschaft Sucursal en España
J. P. MORGAN ESPAÑA, S. A.
Paying Agents
BANCO CENTRAL, S. A. BANCO ESPAÑOL DE CREDITO (BANESTO)
All of these securities have been sold, this announcement appears as a matter of record only
February, 1989

INTERNATIONAL COMPANIES AND FINANCE

United Artists BV and Cinema International Corporation NV

(a corporation jointly owned by Paramount Pictures, a Gulf+Western company, and MCA Inc.)

have acquired the issued share capital of

AMC Entertainment (U.K.) Limited

Interim Bridge Facility

Provided by The Bank of Nova Scotia, Corporate Banking



Champion Plug agrees \$800m offer by Cooper

By Karen Zager in New York

CHAMPION Spark Plug, an Ohio-based motor components manufacturer, has signed a definitive agreement to be acquired by Cooper Industries for \$21 a share in cash. The offer is valued at almost \$800m.

Cooper, a Houston-based company, said the tender offer for all outstanding Champion shares would begin tomorrow. The offer will be followed by a merger in which all shares not acquired by Cooper in the offer will be exchanged for \$21 in cash.

Cooper said that it would try to complete the acquisition as soon as possible after May 1. It added that the offer is not conditioned on the receipt of financing.

Before accepting the Cooper bid, Champion had agreed to be acquired by Dana Corporation for \$17.50 a share in cash and securities. Dana will receive \$15m in compensation for Champion's failure to honour the agreement.

Cooper, which had 1988 revenues of \$4.3bn, makes products for the electrical, electronic, commercial, industrial, compression and drilling markets. In 1988 it paid \$322m for RTE, an electrical equipment group.

Pennwalt turns down Centaur

PENNWALT, the Philadelphia-based chemical company, has rejected an inadequate \$110m offer, \$670m takeover offer from Centaur Partners, a New York investment group, writes *Roderick Orm*.

Pennwalt said its management and financial advisers would explore alternatives such as a further restructuring and sale of the company.

The company said Centaur's offer had "deficiencies," including significant financial and legal uncertainties. Moreover, its board "continued to recognize that the background of certain of the principals in Centaur Partners is incompatible in the philosophy and best interests of Pennwalt."

Bush thrift rescue plan 'underestimates cost'

By Lionel Barber in Washington

PRESIDENT BUSH'S plan to rescue the troubled savings and loan industry faces rising scepticism among Congressional and private sector critics who argue it underestimates the true cost of the bail-out by many billions of dollars.

Critics have begun to cast doubt on the optimistic economic assumptions of declining interest rates and a strong turnaround in savings and loan deposits in 1989.

Mr Nicholas Brady, US Treasury Secretary, received a taste of the scepticism when he appeared before the Senate banking committee yesterday, the opening of the Bush administration's efforts to sell the plan to Congress.

He also disclosed that the rescue plan involves closing or merging 150 marginally solvent

thrifts, as well as the previously identified 350 insolvent ones.

Mr Brady repeated President Bush's challenge to Congress on February 9 to pass the funding and reform package in 45 days: "Fast action will help to reduce the industry's cost of funds by getting the insolvent institutions resolved, out of the marketplace and out of the business of needlessly hiding up the cost of funds."

The Treasury plan calls for \$128bn of spending over the next 10 years, including \$40bn from the Treasury, with the balance coming from the sale of bonds and increased insurance premiums from the industry.

However, the Treasury has already altered two important aspects of the plan. The mar-

imum insurance premium for banks and thrifts would be \$3.50 per \$1,000 in deposits. Previously, the maximum would be \$7.50. Currently, banks pay 83 cents and S&Ls \$2.08.

A further acknowledgement of the difficulties faced by the thrift industry appears on the question of "goodwill," the value an institution has as a going concern. Mr Brady said S&Ls will have 10 years to take "goodwill" off their books.

Mr Charles Bowser, comptroller-general of the General Accounting Office, told the House ways and means committee yesterday that several thrifts which had been rescued last year were in such financial difficulty that they would have to be recapitalised in the new rescue plan this year.

Hewlett agrees to acquire 5% of 3Com

By Louise Kehoe in San Francisco

HEWLETT-PACKARD is to acquire up to 5 per cent of 3Com Corporation, a leading computer networking company, as part of a broad strategic alliance agreement. The deal will cover joint product development and a worldwide service agreement between the two companies.

The stock purchase, which will be made on the open market, was described by the companies as an "initial" investment.

At current market prices it is valued at about \$37m. Additional terms of the equity agreement were not disclosed, but it was described as an indication of the strong commitment of HP to the 3Com partnership.

The companies plan jointly to develop computer software that will enable a broad range of types of computers to work together on office networks. Products covered by the agreement will link computers running Unix and OS/2, two of the most widely used computer operating systems, as well as Hewlett-Packard's proprietary HP-RTS operating system.

Mr Douglas Chance, HP executive vice president for Networked Systems, said: "HP and 3Com share a vision of distributed computing in which users have access to a broad range of systems using networking and applications software based on standards."

The software links that HP and 3Com plan to develop will allow customers to choose from a variety of computers, ranging from personal computers through powerful mini-computers, and have them share information, software applications and computer resources, the companies said.

The HP-3Com alliance follows several other joint development agreements in the computer industry, aimed at overcoming the lack of compatibility between different brands of computers.

HP and 3Com claim their development efforts are already well underway and the first products of the alliance will be introduced in the second half of this year.

Broking deal boosts PKbanken

By Sara Webb in Stockholm

PKBANKEN, Sweden's third largest commercial banking group which is controlled by the state, announced a 38 per cent jump in operating profits for 1988, boosted by its acquisition last May of Carnegie, Sweden's largest broker.

The group's operating profit climbed to SKr2.9bn (\$460m) from SKr2.1bn in 1987. Taking comparable units, however, PKbanken said operating profits had risen by 19 per cent, which it attributed chiefly to the strong increase in lending to businesses and individuals,

and to a slower growth in costs.

The board proposed increasing the dividend from SKr4.63 to SKr5.5 per share.

Group income rose by 18 per cent to SKr7.78bn, while total costs increased by 9.6 per cent to SKr4.88bn. Interest income for the group climbed by 12 per cent to SKr5.71bn, helped by the surge in lending in the Swedish banking operations.

The acquisition of Carnegie, whose profits had been kept as a separate brokerage rather than merged with PKbanken's existing brokerage unit.

It said that despite such blows as the stock market crash in 1987 and the widening of the turnover tax in Sweden, its pre-tax profits slipped only 4 per cent from SKr335m to SKr320m last year.

income by .61 per cent from SKr1.46bn to SKr2.06bn.

Carnegie, which was formerly part of Mr Erik Penner's empire, has been kept as a separate brokerage rather than merged with PKbanken's existing brokerage unit.

It said that despite such blows as the stock market crash in 1987 and the widening of the turnover tax in Sweden, its pre-tax profits slipped only 4 per cent from SKr335m to SKr320m last year.

SSAB widens ownership structure

By Sara Webb

SSAB, THE Swedish state-controlled commercial steel group, is to widen its share ownership structure in readiness for a stock exchange listing this spring, the Swedish Industry Department announced yesterday.

The move would allow private investors, including foreign citizens, to buy up to 23 per cent of SSAB's share capital although the state would still retain a majority holding. SSAB has been drastically

restructured in the past two years as part of the Government's plan to introduce it on the bourse.

It reported pre-tax profits of SKr409m on sales of SKr12.5bn in 1987, and the management has forecast profits of about SKr1bn for 1988, although the preliminary results have not been released yet.

One of the conditions for a bourse listing is a wide ownership, as a result existing shareholders have agreed to sell a

total of 7.5m shares since.

The state owns 52 per cent of the votes and 62 per cent of SSAB, having reduced its holding from 75 per cent two years ago. In future, it will control 40 per cent of the share capital and 52 per cent of the voting power.

A group of institutions owns a further 26 per cent while LKAB, the state-owned iron ore mining group, owns 22 per cent.

Firestone takeover helps Bridgestone to 7% rise

By Our Financial Staff

UNCONSOLIDATED pre-tax earnings for Bridgestone, Japan's top tyre maker, rose by 7 per cent last year, to Y70.21bn (\$554m), from Y65.67bn in the previous year, on sales of Y621.41bn, up by 12 per cent from Y557.24bn.

Net earnings climbed 23 per cent to Y36.15bn, or Y30.41 a share, from Y28.28bn, or Y24.94 a share.

Bridgestone, which bought Firestone Rubber and Tire of the US during the year for \$2.6bn, made extraordinary gains of Y1.37bn in 1988 from sales of securities, while it had no such profit in the previous year. On the other hand, extraordinary losses, stemming from a sale of fixed assets, declined to Y1.53bn from Y4.60bn in 1987, helping to boost earnings.

Tyre sales rose by 10.9 per

cent to Y488.11bn, accounting for 79 per cent of business. Officials said demand for new tyres was brisk, reflecting strong sales of cars and commercial vehicles in the midst of robust economic expansion. Sales of replacement tyres were also good.

Sales of such sporting goods as golf balls rose by 13.3 per cent to Y132.308bn, with the support of demand for such products as car seat materials and conveyor belts.

Domestic sales showed an 8.5 per cent increase, totalling Y449.94bn, comprising 72 per cent of overall sales. Exports grew faster, going up 20.0 per cent to Y171.46bn.

Bridgestone also said it will restructure part of its tyre business along geographical lines.

Hong Kong and China Gas reports 32% surge

By Our Financial Staff

HONG KONG and China Gas, the Hong Kong utility company locally known as Towngas, reported a 32 per cent rise in 1988 net profits, which increased to HK\$424m (\$54m) compared with HK\$321m in 1987, on revenues up by 17 per cent to HK\$1.53bn, from HK\$1.31bn.

Earnings per share rose to 93 cents in the year to December 31, from 71 cents in 1987. Towngas's board has recommended a final dividend of 28 cents a share, bringing total payouts for the year to 45 cents, up from 37 cents in 1987. Gas sales rose by 16 per cent

in 1988 to a record 12.25bn megajoules, and Mr Lee Shan Kee, Towngas's chairman, said the company was responding to the strong demand with plans to spend HK\$1bn to build four new plants.

Mr Lee also said Hong Kong and China Gas was considering diversifying its operations and would form an investment subsidiary to control projects outside the gas business.

He forecast that 1989 would be another successful year, and said the company expected to pay total dividends this year of not less than 51 cents a share.

Compaq move explained

By Louise Kehoe

COMPAQ Computer's decision to sever its relationship with Businessland, one of the leading computer retail companies, came after more than three years of discussion surrounding Businessland's demands for preferential treatment by the personal computer manufacturer, Compaq claims.

The decision, announced by both companies on Tuesday, relates only to Businessland's US operations. Mr Mike Swavelly, Compaq vice president of sales and marketing said:

"Compaq and Businessland have still to determine the nature of their agreements cov-

ering 10 computer stores in the UK, the companies said.

Explaining the break-up, Mr Swavelly said Businessland had formed "strategic" partnerships with some other personal computer equipment manufacturers including IBM, but Compaq had refused to enter into such an arrangement because it would give the computer retailer an unfair advantage over other Compaq dealers.

Businessland's partnerships with Compaq's competitors "obviously detracted from its efforts to sell our products," Mr Swavelly said.

Denison Mines to sell oil and gas assets

By Robert Gibbens in Montreal

DENISON MINES, one of Canada's most successful uranium producers, is pulling out of oil and gas.

The sale of its oil and gas assets, which are in North America, Europe and Latin America, could raise about C\$500m (US\$420m).

Last year Denison produced nearly 10m barrels of oil and about 3m cu ft of gas.

Returns, however, have dropped severely with lower oil prices. Last year the company wrote down the value of its properties by C\$125m, and showed an overall loss of \$94m.

Burns Fry has been retained to find a buyer for the oil and gas assets which will be sold individually or as a package.

Denison was built into a large resource by the late Czech-born Mr Stephen Roman on the base of its Northern Ontario uranium mines, and it diversified into oil and gas, cement manufacturing and potash mining in the 1970s.

The group's cement business has been sold and Denison is pulling back on uranium mining, in anticipation of better markets in the 1990s, and on industrial minerals. The future of the company's potash mining operation is uncertain.

Denison said it expected world uranium demand and prices to grow significantly in the 1990s.

PACIFIC DUNLOP

STRONG EARNINGS GROWTH CONTINUES WORLDWIDE

Strong organic growth in Pacific Dunlop's main businesses worldwide has resulted in another record half year. Pacific Dunlop's figures tell the story. Profit up by 45%. Sales up by 27%. Earnings per share up by 33.5%.

The profit maintains the company's compound annual growth rate of over 30% since 1980.

For shareholders, there is a 1 for 10 bonus issue, with full dividend participation, and an increased dividend. All shareholders will receive a copy of the half year report with the details.

Productivity gains, restructuring and vigorous marketing of Pacific Dunlop's outstanding range of brands led to major improvements. This applied to all businesses. Among them were:

- Batteries, which has 16-18% of the USA automotive battery market and recently won Australia's largest industrial battery contract.
- Tyres, where the Australian and New Zealand joint venture with Goodyear International has committed A\$200 million to making its manufacturing facilities world class.
- Ansell, which increased its worldwide market share for latex medical examination gloves, surgical gloves and condoms, and this month also became the world's largest industrial glove producer with the US\$228 million acquisition of Becton Dickinson's Edmont division in the US.
- Distribution, a new core group with annual sales at the rate of A\$1.2 billion, including the successful Repco auto parts businesses acquired last November, the largest of its kind in Australia.

Unaudited figures for the six months ended 31st December 1988

	1988 \$Australian (millions)	1987 \$Australian (millions)	Change
Sales Revenue	2,211.2	1,743.3	+26.8%
Operating Profit After Tax	128.0	89.1	+43.7%
Operating Profit Attributable to Shareholders	124.6	85.7	+45.3%
Earnings per Share*	21.9c	16.4c	+33.5%
Dividend per Share**	7.5c	7.0c	

* Calculated on weighted average shares.

** Also attaching to bonus issue.

Pacific Dunlop's shares are listed on the Australian, London and Tokyo Stock Exchanges, and its sponsored ADRs are listed on the NASDAQ National Market System in the United States (Symbol: PDLPY).

For further information:

Cazenove & Co 12 Tokenhouse Yard, London EC2R 7AN Phone: (01) 588 2828
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KANSALLIS-OSAKE-PANKKI

Yes 10,000,000 Subordinated Revenue Floating Rate Notes due 15th August, 1991

For the 6 months period 15th February, 1989 to 15th August, 1989 the Notes bear the interest rate of 2.51-2.5% per annum. JPY38,148 will be payable from 15th August, 1989 per JPY1,000,000 principal amount of Notes.

Yamatichi International (Europe) Limited Agent Bank

OESTERREICHISCHE LANDESBANK AKTIENGESELLSCHAFT

Yes 10,000,000 Shipped up Floating Rate Notes due 15th February, 1992

For the 6 months period 21st February, 1989 to 15th August, 1989 the Notes bear the interest rate of 2.0075% per annum. JPY34,648.14 will be payable from 15th August, 1989 per JPY1,000,000 principal amount of Notes.

Yamatichi International (Europe) Limited Agent Bank

Johnnie Ito

Chief Accountant

UK Banking
Major British International Bank
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To £35,000, Car, Full Banking Benefits

Reporting to the UK finance director, this is a key appointment in a far-reaching and dynamic plan to reinforce the position of this major British international bank as a leader in the UK banking. With a hard-working team of nine, including two qualified section leaders, you will have impact across the whole UK banking arena. Your prime task will be the further development of a pro-active accounting, reporting and control function to match the demands of this fast changing business. You will be a graduate qualified accountant with at least five years post qualification experience, almost certainly including banking and essentially in an environment where progressive systems enhancement has been a priority. Above all you will relish a challenge and be ready for the commitment and potential for personal growth that goes with involvement in this £5 billion UK banking business. Male or female candidates should submit in confidence a comprehensive C.V. or telephone for a Personal History Form to: A.D. Pegge, Hoggett Bowers plc, First Assurance House, Grayfriars Road, CARDIFF, CF1 3AG, 0222-387248, Fax: 0222-384521, quoting Ref: C18066/FT.

Hoggett Bowers

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To transform a traditional historical accounting department into a lead business function.

Southern England Process Manufacturing c.£30,000 + Car

Reporting to the Chief Executive, you will be responsible for leading a well organised technically competent department through a period of change. Traditionally the emphasis has been upon financial accounting and statutory compliance and whilst this remains an important responsibility future demands will be upon the provision of a comprehensive range of information that will enable management to plan and control their activities. The role will also encompass a company wide responsibility for IT. Our client is the UK subsidiary of a major international organisation and is itself a market leader in its specialist technical field with manufacturing assets on several UK sites. The post should be attractive to finance professionals in their mid 30's who are looking to head the finance function of a medium to large manufacturing company, where they can utilise their management abilities in creating change. Candidates should be qualified accountants (preferably graduates) whose formative experience has been gained in a high quality organisation with well developed management accounting computer based systems. My client offers a full range of employment benefits including relocation assistance to a most attractive area of Southern England. Applicants of either sex should apply in confidence to Michael Johnson on (0962) 844242 (24-hour service) or write to Johnson Wilson & Partners Ltd., Clarence House, Hyde Street, Winchester, Hampshire SO23 7DX quoting ref. 927.

Johnson Wilson & Partners
Management, Recruitment & Consultancy

Group Financial Controller

SURREY, c.£50,000

Reporting directly to the Finance Director of a major financial services group including life assurance, unit trust and investment activities, this job carries responsibility for structuring financial policies, procedures and systems for the proper management control of group operations to meet strategic commercial objectives as well as statutory requirements. It will require relevant sector experience of both management and financial accounting together with taxation and treasury exposure to propose and develop the necessary systems and procedures to support the profitable

growth of the business which is at the start of a significant period of expansion. Candidates should be able to demonstrate successful past achievement in this respect together with the interpersonal skills required to manage change. Applicants are unlikely to be aged over 40 and should be qualified accountants. Compensation will include mortgage subsidy, a quality car and relocation costs if required. Please reply in writing quoting current remuneration and giving a daytime telephone number. Applications will be

acknowledged and forwarded to our client unless a covering letter gives contrary instructions. Replies to Finance Director quoting Ref: TS 521, Coopers & Lybrand Executive Resourcing Limited, Shelley House, 3 Noble Street, London EC2V 7DG.

Executive Resourcing
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KING'S SCHOOL, ROCHESTER
BURSAR
The Governors invite applications for the post of Bursar to succeed Mr. K. B. Hiscock from 1st August 1989. Salary: King's Scale with annual incremental allowance equivalent to Baker Head's Scale 10. Full particulars of the post may be obtained from The Clerk to the Governors, King's School, Satis House, Botley Hill, Rochester, Kent ME1 1TE.

FINANCIAL ACCOUNTANT
To £27,000 + CAR
To manage the entire Financial Accounting area. It is envisaged you will play a major role in the introduction of new systems and in the ongoing review of all systems. Send full C.V. to: Michael Price Executive Search Division Hynes Associates, Wells House, 77-79 Wells Street, London W1. Tel: 580-5522 Fax: 323-1107

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Develop your career through Internal Audit
Berkshire Excellent remuneration + benefits

3M is one of the world's foremost international corporations, manufacturing and marketing many thousands of different products for applications in industrial, commercial and consumer markets. Based at the company's UK headquarters in Bracknell, our Internal Audit Department is a major contributor to the quality and efficiency of our UK and European operations, and offers the chance to acquire valuable experience in a progressive commercial environment fast. If you have recently qualified and possess excellent communication skills, we could offer you a challenging role which will also provide considerable exposure to senior management and some travel to our other UK and European locations. To join us as a COMPUTER AUDITOR, you must have gained proven computer audit experience with a major accountancy firm or well-established large company, and will ideally be familiar with relational databases and MVS/XA. As a FINANCIAL AUDITOR, your audit experience to date would have covered work on complex computerised applications. Salaries will be supported by generous large-company benefits, and career-minded applicants can anticipate excellent prospects for further advancement. To find out more, please call Pat Wilson, Personnel Manager, on Bracknell (0344) 58254, or write to her, enclosing your full cv and details of present remuneration, at 3M United Kingdom plc, 3M House, PO Box 1, Bracknell, Berkshire RG12 1JU. 3M is a trademark.



PLANNING, TAX, TREASURY

£29,000
1 year
S. London
In a fast moving services industry, this substantial but highly autonomous US subsidiary requires a young ACA (25-32) to act as Number Two Finance for the UK head office. Controlling 10 staff, the role has three key elements: financial planning (monthly and annual), treasury (liaison with merchant banks and finance houses) and taxation (compliance and minimisation of liabilities). Commercial involvement will embrace input into pricing decisions and ensuring competitive bids are obtained from suppliers. The position deputises for the F.D.: the incumbent must have the potential to succeed him.

FINANCIAL CONTROLLER

£28,000
2 years
1 year
Surrey/Sussex
This worldwide US cosmetics manufacturer seeks to develop its position in the UK. Having entered the UK market 4 years ago via agents, success now implies establishing a UK subsidiary. A young qualified Accountant is sought to work closely with the MD and direct future growth. Highly commercial in content, the brief is to establish the accounting systems and recruit a team of staff, whilst negotiating extensively with customers and licensors. The successful candidate will have 3 years commercial experience, some at controlship level.

COMMERCIAL TAX

To £24,000
1 year
Bedfordshire
This acquisitive international industrial holding company is engaged in the development of a large number of small businesses. Growth has created an opportunity within a multi-discipline team at corporate head office. Through the balance of the work will initially be biased towards tax compliance, a significant and increasing proportion (initially 25%) will embrace acquisitions, performance review, strategic planning and ad-hoc work. The role would suit a qualified ACA (25-30) with some corporate tax experience; prospects exist outside the tax area. Please apply directly to Greg Ripley at Robert Half, Prepost, Walter House, Bedford Street, 418 The Strand, London WC2R 0BR. Telephone: 01-836 3545, evenings 01-485 1356. Alternatively fax your details on 01-836 4942. Financial Recruitment Specialists London · Birmingham · Windsor · Manchester

ADMINISTRATIVE DIRECTOR

CIRCA £30,000 LONDON
Our client, a highly reputed international merchant bank which specialises in mergers and acquisitions, seeks an outstanding Administrative Director for its European operations based in London. The ideal candidate will be aged 28-35 with strong office management skills. The individual recruited will be responsible for all administrative functions ranging from secretarial support staff recruiting and training to office equipment maintenance. Computer literacy is desirable as the person hired will be responsible for co-ordinating the development and maintenance of the in-house computer capabilities. Other responsibilities include premises management, supplies maintenance and personnel benefit administration. The successful candidate will be confident, intelligent and energetic and will have the stature and capabilities necessary to grow with the job as the firm is currently expanding. Applications will be treated in the strictest confidence. Please reply in writing with full CV including current salary details. Impact Marketing Consultants, (Ref: 1025), Telfords Yard, 6-8 The Highway, London E1.

Director of Finance and Administration

The Chartered Institute of Management Accountants
CIMA wishes to appoint a director to this new and senior post at its head office in London. He or she will be directly responsible to the Secretary for all matters concerning the Institute's finances, computer services, personnel and general administration, and have a staff of approximately 45. The person appointed will be a professionally qualified accountant and possess several years' broad managerial experience. Salary circa. £32,500 per annum. Please apply in writing with full C.V. to: Sir George Vallings KCB The Secretary The Chartered Institute of Management Accountants 63 Portland Place LONDON W1N 4AB Closing date: 15 March 1989

Manchester Business School

CHAIR IN STRATEGIC MANAGEMENT
The University invites applications for a newly funded Chair in Strategic Management. The person appointed will join Professor D. F. Channon in developing a major research initiative in strategic management. The salary will be in the normal professional range with U.S.S. superannation benefits. Informal enquiries should be made to either Professor Channon or the Dean of the Faculty of Business Administration. Detailed applications (suitable for photocopying) containing the names of three referees should reach the Registrar, The University, Manchester M13 9PL, (from whom further particulars may be obtained) before March 17th (Tel. 061-275 2028). Quote ref. 44/89/FT. The University is an equal opportunities employer.

CASTLE COMMUNICATIONS

CHIEF ACCOUNTANT
ENTERTAINMENT INDUSTRY
£24,000 + Car + Benefits
Castle Communications PLC is a USM - quoted company based in Putney in the music and video industries with a dynamic record of growth, both internally and by acquisition. Due to rapid expansion a new post of chief accountant reporting to the Finance Director, has been created with responsibility for accounting control, management reporting, financial accounting and the maintenance and development of computer systems. We are seeking applications from qualified accountants aged 25 to 30, who are keen to develop their careers in a fast-moving environment, and can demonstrate strong commercial potential and a detailed knowledge of computers (preferably with knowledge of Xerox-based systems). Please send full personal and career details to: Cliff Daise, Castle Communications PLC, 15-16 Northfields Prospect, Putney Bridge Road, London SW18 1PE 01-874-0922. No agencies. Closing Date for Applications - 1st March 1989

NEWLY QUALIFIED ACCOUNTANCY APPOINTMENTS

As in the past the Financial Times proposes to publish a list of those candidates who were successful in the recent PII examinations. This list will appear in our issue of Thursday 2nd March under the heading "Newly Qualified Accountancy Appointments". The advertising rate will be £49 per Single Column Centimetre; Special positions are available by arrangement at £59.00 per SCC.

GUIDE TO RECRUITMENT CONSULTANTS

Entries in the guide will be charged at £75.00, which includes your Company name, address and telephone number. Any additional information will be charged at £14.00 per line.

For further information please contact:
Paul Maraviglia
or
Deirdre McCarthy
or your usual
Financial Times Representative
on 01-248-8000

Group Accounting Manager

"First move from Practice"
West End to £30,000 + Car + Benefits

Our client is a highly profitable quoted Investment Group with net assets in excess of £7Bn. Reporting to the Group Chief Accountant the successful candidate will control a staff of eight engaged in the preparation of budgets, monthly and statutory accounts, ad hoc exercises and ongoing development of computer systems for the Group and its subsidiaries. Flexibility, strong technical accounting skills and the ability to fit into a close knit team renowned for its professionalism are essential qualities. Applicants should be Chartered Accountants 26-32, currently at Assistant Manager level in Practice or possibly a large Commercial Group. In addition to attractive salary benefits include fully expensed car, bonus, share option scheme, non contributory pension scheme, BUPA, luncheon allowance and 5 weeks holidays. Applications to R.J. Welsh.

Reginald Welsh & Partners Ltd
ACCOUNTANCY & EXECUTIVE RECRUITMENT CONSULTANTS
123 - 4 Newgate Street, London EC1A 7AA Tel: 01 600 8387

Divisional Accountant

Yorkshire to c£22,000 + car
Our client is one of the larger regional retail groups with diversified food processing and distribution interests. It is highly profitable by its industry standards and expanding.

There has been a recent re-organisation of the retail division financial administration and D.P. operations with a centralisation of accounting functions. The company requires a young, service industry experienced and qualified accountant to take responsibility for the new financial structure. This includes management and financial accounting, budgeting and the lion's share of financial control for around £100m turnover. Candidates are likely to be in their thirties, well versed in 'up to the minute' financial computing and most certainly must be able to demonstrate that they can progress further in due course. Salary is up to £22,000 plus profits bonus, 2 litre car and other benefits are generous including relocation expenses. Please forward a full C.V. with salary prospects.

Terry Fuller (Ref. 0MA)
Director
HODGSON IMPEY
SEARCH & SELECTION LIMITED
50 Pall Mall London SW1Y 5JQ



NEW ISSUE

This announcement appears as a matter of record only.

February, 1989



SANKEN ELECTRIC CO., LTD.

U.S. \$150,000,000

4 3/8 per cent. Guaranteed Bonds 1993

with
Warrants

to subscribe for shares of common stock of Sanken Electric Co., Ltd.

The Bonds will be unconditionally and irrevocably guaranteed by

THE SAITAMA BANK, LTD.

ISSUE PRICE 100 PER CENT.

Daiwa Europe Limited

Saitama Finance International Limited

Credit Suisse First Boston Limited

IBJ International Limited

BSI-Banca della Svizzera Italiana

Baring Brothers & Co., Limited

BNP Capital Markets Limited

Crédit Lyonnais

Deutsche Bank Capital Markets Limited

Robert Fleming & Co. Limited

Leu Securities Limited

Maruman Securities (Europe) Limited

Mitsubishi Finance International Limited

Mitsui Finance International Limited

Morgan Grenfell Securities Limited

Morgan Stanley International

New Japan Securities Europe Limited

The Nikko Securities Co., (Europe) Ltd.

Salomon Brothers International Limited

Sanwa International Limited

J. Henry Schroder Wagg & Co. Limited

Swiss Volksbank

Universal (U.K.) Limited

Wako International (Europe) Limited

These securities have been sold outside the United States of America and Japan. This announcement appears as a matter of record only.

NEW ISSUE

22nd February, 1989



KEIO TEITO ELECTRIC RAILWAY CO., LTD.

U.S. \$200,000,000

4 1/4 per cent. Bonds 1993

with
Warrants

to subscribe for shares of common stock of Keio Teito Electric Railway Co., Ltd.

Issue Price 100 per cent.

Nomura International Limited

Daiwa Europe Limited

Banque Paribas Capital Markets Limited

Barclays de Zoete Wedd Limited

Baring Brothers & Co., Limited

Deutsche Bank Capital Markets Limited

Dresdner Bank

Robert Fleming & Co. Limited

IBJ International Limited

Kleinwort Benson Limited

Merrill Lynch International & Co.

Mitsubishi Finance International Limited

Mitsubishi Trust International Limited

Mitsui Trust International Limited

Morgan Stanley International

Salomon Brothers International Limited

Shearson Lehman Hutton International

Sumitomo Trust International Limited

Union Bank of Switzerland (Securities) Limited

S.G. Warburg Securities

KOKUSAI Europe Limited

New Japan Securities Europe Limited

Nippon Kangyo Kakumaru (Europe) Limited

Sanyo International Limited

INTERNATIONAL CAPITAL MARKETS

Tumbling pound depresses the Eurosterling sector

By Norma Cohen

EUROSTERLING bond prices fell as much as 1/2 to 3/4 among longer issues, extending losses scored earlier this week, amid a further weakening in sterling. The pound slid below DM3.21, prompting concern that still higher UK interest rates will be needed to defend it.

Several Eurosterling issues launched within the past week are now well outside their fees, most notably BHC Mortgage Notes number 122, which are now quoted at less than bid against full fees of 1 1/2 per cent. Lead manager Credit Suisse First Boston said that given the slide in underlying UK government gilts, the spread on the issue is now 98 basis points over government bonds, up from 75 at launch.

The World Bank's 10 per cent issue due 1999 was quoted at less than bid, a spread of 86 basis points over comparable maturity gilts against a launch spread of 24 basis points.

The concern for dealers with inventory still on their books is that hedging, which is done

with gilts or with futures, becomes ineffective when Eurosterling issues fall faster than the government bond market.

In the new issues market, Nordic Investment Bank, via Salomon Brothers, launched a DM500m 10-year issue bearing

INTERNATIONAL BONDS

a coupon of 6% per cent and priced at 101 1/2. While the pricing was deemed reasonable for the borrower, rated AAA, dealers said the issue suffered from adverse market conditions. In the D-Mark Eurobond market, prices dropped as much as 1/2 points over the day. By the end of the day, the lead manager said the issue had fallen outside its 2 1/2 per cent fee to show a loss at less than 2.90 bid.

But dealers said the issue may also have suffered by comparison to Tuesday's successful 10-year DM300m Eurobond for EIB, which offered a yield

about 10 basis points below that of the NIB. While both issues are rated AAA, investors assign a higher value to EIB issues.

Meanwhile, dollar-denominated issues suffered after news of a 0.6 per cent rise in the US consumer price index for January, more than had been expected.

Ford Motor Credit issued a \$200m three-year Eurobond via Goldman Sachs with a 10 per cent coupon that attracted an initial flurry of interest at launch. The 10 1/2 per cent issue gave the AAA-rated issue a spread of 49 basis points over comparable maturity Treasuries. But dealers said that the frequency with which the borrower approaches the Euromarkets weighed on the deal in addition to the rising fears of inflation.

Although the issue was seen trading at its fees at less than 1/2 per cent, co-managers griped that the *prospectus*, the portion of the fee which goes to the lead manager, means they are automatically taking a loss of 1/2 point on the deal.

NEW INTERNATIONAL BOND ISSUES									
Borrower	Amount m.	Coupon %	Price	Maturity	Fee	Book runner			
Nordic Investment Bank	500	6 1/2	101 1/2	1999	2 1/2	Salomon Brothers			
US DOLLARS									
Ford Motor Credit	200	10	101 1/2	1992	1 1/2	Goldman Sachs Int.			
DKE Asia	125	10.40	101.50	1989	2 1/4	Shearson Lehman			
Nishino Corp.	400	(4 1/2)	100	1988	2 1/4	Goldman Sachs (Europe)			
Nishino Iwai Corp.	400	(4 1/2)	100	1988	2 1/4	Nomura Int.			
Elcal Co.	300	(4 1/2)	100	1988	2 1/4	Nomura Int.			
Alstom Motor Parts Co.	300	(4 1/2)	100	1988	2 1/4	Deutscher Bank			
SWISS FRANKS									
Good Steel Ltd.	70	(2)	100	1989	n/a	IBJ			
KYC Machine Ind. Co.	70	(2)	100	1989	n/a	IBJ			
Omaha Diamond Ind. Co.	30	(2)	100	1989	n/a	Crédit Suisse			
Tokai Co.	30	(2)	100	1989	n/a	Goldman Sachs Int.			
SCILS									
Kredietbank Int. Fin.	50	Zero	98.575	1994	1 1/2	Kredietbank Int.			
AUSTRALIAN DOLLARS									
Kredietbank Int. Fin.	50	20	101 1/2	1990	1 1/2	CSFB			

With equity warrants. \$5 convertible. Final terms. Put options indicated: a) 30/09/91 at 104 1/2 to yield 2.25%; b) 30/09/91 at 104 1/2 to yield 2.25%; c) 30/09/91 at 104 1/2 to yield 2.25%; d) 30/09/91 at 104 1/2 to yield 2.25%; e) 30/09/91 at 104 1/2 to yield 2.25%; f) 30/09/91 at 104 1/2 to yield 2.25%; g) 30/09/91 at 104 1/2 to yield 2.25%; h) 30/09/91 at 104 1/2 to yield 2.25%; i) 30/09/91 at 104 1/2 to yield 2.25%; j) 30/09/91 at 104 1/2 to yield 2.25%; k) 30/09/91 at 104 1/2 to yield 2.25%; l) 30/09/91 at 104 1/2 to yield 2.25%; m) 30/09/91 at 104 1/2 to yield 2.25%; n) 30/09/91 at 104 1/2 to yield 2.25%; o) 30/09/91 at 104 1/2 to yield 2.25%; p) 30/09/91 at 104 1/2 to yield 2.25%; q) 30/09/91 at 104 1/2 to yield 2.25%; r) 30/09/91 at 104 1/2 to yield 2.25%; s) 30/09/91 at 104 1/2 to yield 2.25%; t) 30/09/91 at 104 1/2 to yield 2.25%; u) 30/09/91 at 104 1/2 to yield 2.25%; v) 30/09/91 at 104 1/2 to yield 2.25%; w) 30/09/91 at 104 1/2 to yield 2.25%; x) 30/09/91 at 104 1/2 to yield 2.25%; y) 30/09/91 at 104 1/2 to yield 2.25%; z) 30/09/91 at 104 1/2 to yield 2.25%; 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UK COMPANY NEWS

Bowater makes West German freight disposal to P&O for £45m
Concentration on core activities

By Andrew Hill

PENINSULAR AND ORIENTAL Steam Navigation Company (P&O) is to buy Bowater Industries' West German freight services subsidiary for £45m in cash.

P&O will buy Bowater Beteiligungs, which owns 96.2 per cent of Rhenania Schiffahrts- und Speditionen, and all of Roba and Mondia Kirwan, freight handling, storage and distribution companies.

Bowater put the businesses up for sale last November as part of its drive to concentrate on core operations of print and packaging, coating and laminating, building materials and Australian interests.

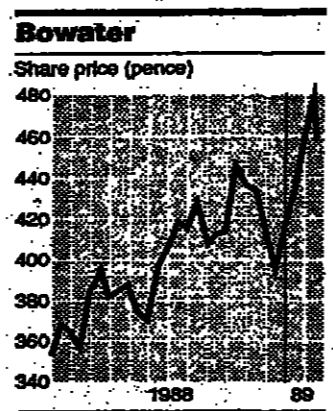
Three weeks ago, Bowater sold AmAs Holding, a customs and warehousing operation based in the Netherlands, for £125m (£87m) to a freight for-

warding subsidiary of Ratos, a Spanish holding company.

The proceeds will be used to accelerate the expansion of the core business. As part of this strategy, Bowater mounted an £81m counter-bid for Chamberlain Phipps, the shoe components and adhesives group, on Tuesday.

Rhenania is based in Mannheim, and also has operations in France, through Mondia Kirwan, Switzerland, through Roba, Holland and Austria. In the year to December 31 1988 the group and its subsidiaries made £25m before tax, with operating assets of about £13m.

Chamberlain Phipps, John P&O's existing European transportation network, which includes Ferrymasters, P&O Roadbanks, and some P&O Containers operations.



P&O deferred shares dropped from 685p to 665p in a weak market, and Bowater shares fell from 11p to 65p. Separately, Bowater issued a

circular to shareholders explaining last month's £73m acquisition of a 25.65 per cent stake in Norton Opax, the specialist and security printer.

Bowater, which hopes to develop a close working relationship with Norton, said the printer's major strength lay in its leadership in certain niche markets.

"The activities of Bowater and Norton Opax are complementary", the statement said.

Bowater wants to be a supportive shareholder. But, according to Norton, has refused to rule out a bid for the printer within the year.

The packaging group said disposals of non-core businesses would reduce the group's gearing, even after taking the Norton stake purchase into account.

Technical error delays Bett Bros AGM

By Nikki Tait

BETT BROTHERS, the Scottish property developer and housebuilder, yesterday announced it had postponed its annual general meeting from February 24 to March 23 because of "a technical error."

However, the company went on to say that the chairman would then report that "the events in the first half of year support his optimism at the end of last year." It added that the board was "very confident that profits for the half year to end-February will be substantially ahead of those achieved in the corresponding period in 1987/8." In that period, Bett made £212,000 before tax.

The technical error, according to the company, involved the posting of Bett's accounts one day late. It said that the matter had been brought to the company's attention by a shareholder but that this investor had contacted them via solicitors and the company did not know his identity.

The company added that the sale of zoned land at Staines to a joint venture company owned by London and Edinburgh Trust had produced a "significant surplus" accruing to its property development activities. It has also sold one of its Glasgow developments at a profit, and says overall profits elsewhere are running at a "satisfactory" level.

Last year Yale and Valor and Land Securities were also obliged to postpone meetings for a similar reason - that is, late posting of documents.

Seaforth stake in Owen & Robinson increased to 23%

By Clay Harris

SEAFORTH Investments, a privately owned leisurewear and lighting company, has increased its holding in Owen & Robinson, the jewellery retailer and wholesaler, to 23 per cent.

Mr Maurice Dwek and Mr Tom Forsyth, Seaforth's two new representatives on the Owen & Robinson board, meanwhile, were meeting yesterday with the company's other directors.

The latest 50,000 shares, like the initial 21 per cent holding bought last week, changed hands at 300p. Seaforth is thought to be ready to buy sufficient shares at this price to take its holding to 29.9 per cent.

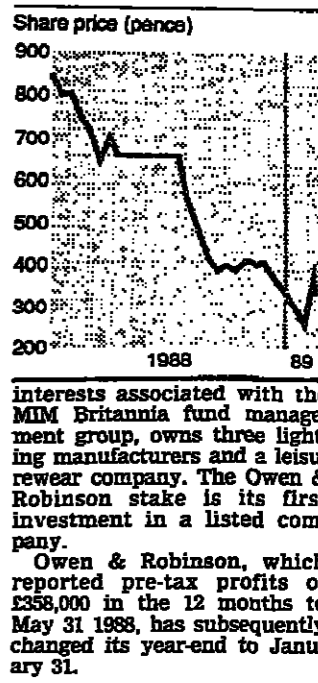
Most of the shares have come from former directors and their families. Current directors have not sold any shares.

Seaforth's self-imposed limit on the price it is willing to pay depressed Owen & Robinson shares yesterday. They finished 20p lower at 325p, giving the group a market value of £2m.

Mr Dwek, who took over last week as chairman of Owen & Robinson, and Mr Forsyth are both former directors of Dwek Group, the leisurewear and furniture manufacturer.

Seaforth, a company half owned by Mr Dwek and half by

Owen & Robinson



Bowater nets 7.48% of Chamberlain

By Philip Coggan

BOWATER INDUSTRIES, the packaging and industrial products group, said yesterday that Tuesday's raid on the shares of Chamberlain Phipps had netted a 7.48 per cent stake in the shoe components and adhesives company.

On the same day, Bowater launched an £81m cash bid for Chamberlain Phipps, topping a

£75m recommended offer from Evode, the plastics and chemicals group.

The board of Chamberlain Phipps has yet to formally accept or reject the Bowater offer. Evode, which has a 4 per cent stake in Chamberlain, says it stands by the terms and the industrial logic of its offer.

The Bowater offer is 220p in cash, with a loan note alternative. The Evode offer - 10 ordinary plus 21 convertible preference shares for every 20 in Chamberlain - is worth 198.6p per share or around £75m in total.

There was little activity in Chamberlain Phipps' shares yesterday - the SEAQ

system showed that only 163,000 shares were traded - and the institutions appear to be waiting for a statement from the Chamberlain board.

S G Warburg is advising Bowater. Evode is advised by Morgan Grenfell and Chamberlain Phipps by Baring Brothers.

Meyer sells Bambergers

By Nikki Tait

Meyer International, the builders' and timber merchant, is selling Bambergers, a wholly-owned subsidiary whose sole activity is a wharfing operation on the River Crouch for £3.95m cash. The buyer is shipping company, Ship-Link UK.

Meyer, which lost out in the bid for Travis & Arnold but recently acquired the URM builders merchanting chain, says that major expenditure is needed and that its own throughput alone could not justify the outlay.

The book value of the assets sold is £790,000. In the year to end-March 1988, Bambergers made a profit of £68,700.

BTS slips 24% midway

By John Thompson

BTS GROUP, the Midlands-based remoulded tyres and replacement battery company, yesterday reported a 24.3 per cent fall in pre-tax profits in the six months to September 30, but signalled its intention to diversify into the office services market through the acquisition of Hilcon for up to £5m.

Hilcon supplies and maintains office systems throughout the UK. Its main interests are in selling computers, photocopiers and facsimile machines.

BTS's pre-tax profits fell to £81,000 (£107,000) on increased turnover of £5.65m (£4.99m). Earnings per share dropped from 1.36p to 1.05p. No interim

dividend (1.5p in 1987) is planned.

Mr Michael Scorey, chairman, said the interim figures were not necessarily indicative of the full year's results, but added that sales in the second half had already been hit by mild weather affecting battery sales and price cutting by competitors.

The company had responded aggressively to defend its market and had reduced margins, but expected to benefit in the long term. BTS's precision engineering business, he said, was benefiting from buoyant industrial demand and was improving profitability.

The company claims that it has changed direction since a

new management team took over in November 1988. Manufacturing and distribution activities are being streamlined which will allow the group to sell its central warehouse by the end of the current year. This will release about £1m which will be re-invested in developing the business.

BTS has also decided to diversify and intends to become "the UK's first fully integrated office equipment and services group". The acquisition of Hilcon is the first step in implementing this strategy.

In the year to February 28 1988, Hilcon posted pre-tax profits of £516,000 on turnover of £7.5m. Its net assets at that date were £1.15m.

Gold Fields' interim results due today

Consolidated Gold Fields, the diversified mining company, currently fighting a £3.2bn hostile bid from Minorco, the South African-controlled investment group, will announce today its results for the six months to December 31.

Gold Fields' shares slipped 2p to £14.58 yesterday, while Minorco shares ended 5p higher at 77.4p to give the bidder's cash-and-paper offer a value of £14.12p.

AVONMORE FOODS is buying the Westmeath Co-operative Agricultural and Dairy Society for a maximum consideration, including deferred payments, of some £3.5m (£7.05m).


HAMPSON INDUSTRIES has acquired the PE Group, a Kent-based manufacturer and supplier of aluminium products for use in double glazing. The deal will be financed via the issue of £2m worth of cumulative convertible redeemable preference shares, of which £300,000 worth will be placed. The balance will be retained by P Bingham, the

principal shareholder in PE. **HOGG ROBINSON & Gardner Mountain**: Gardner Mountain & Capel-Cure Agencies, the wholly-owned Lloyds members' agency of HRGM, has acquired KC Webb (Underwriting) for about £135,000 cash. Further consideration of about £100,000 is dependent on future results. **LEIGH INTERESTS** has acquired a waste disposal business at Cliffe, near Selby, from Mr Michael Simpson. It will be combined with J E Bartram to consolidate the company's position in the area. Mr Simpson will retain his helicopter

spraying and property interests. **RODIME** is ceasing manufacture at its Boca Raton, Florida, plant and will only use it for rental product assembly and disk drive engineering. A further 100 employees will be served redundancy notices, following the 50 given notice earlier this month. **ST DAVID'S Investment Trust**: Interim dividend 4p (3.5p) for the six months to January 31. Net asset value 162.44p (137.38p) per capital share. Pre-tax revenue £257,000 (£237,000) and earnings 4.69p (4.22p).

COMPANY NEWS IN BRIEF

All these securities having been sold, this announcement appears as a matter of record only.



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£75,000,000 11¼ per cent. Bonds 2019

Issue Price 101.162 per cent.

Arranged and underwritten by

S.G. Warburg Securities

All these securities having been sold, this announcement appears as a matter of record only.



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Issue of up to

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of which £100,000,000 has been issued as the Initial Tranche at an issue price of 100 per cent.

S.G. Warburg Securities	J. P. Morgan Securities Ltd.
Amsterdam-Rotterdam N.V.	IBJ International Limited
Credit Suisse First Boston Limited	Chase Investment Bank
Goldman Sachs International Limited	Deutsche Bank Capital Markets Limited
Kansallis Banking Group	Hambros Bank Limited
Mitsubishi Finance International Limited	Kleinwort Benson Limited
Shearson Lehman Hutton International	Saudi International Bank
Swiss Bank Corporation	Al-Bank Al-Saudi Al-Alami Limited
Investment Banking	Sumitomo Finance International
Union Bank of Switzerland (Securities) Limited	TSB England & Wales plc

UK COMPANY NEWS

FII keeps step in depressed market

By Alice Rawsthorn

FII GROUP, one of the largest footwear manufacturers in the UK, achieved static pre-tax profits of £3.23m in the first half of the year despite the depressed state of the shoe industry.

In the last 18 months the UK industry has been hit by a sharp surge of imports from low cost producers in South East Asia. This has imposed pressure on profitability and depressed output at many shoe companies.

FII experienced a fall in profits in its 1987/88 financial year. The level of demand improved towards the end of the first half of this year, however, and it managed to maintain interim profits.

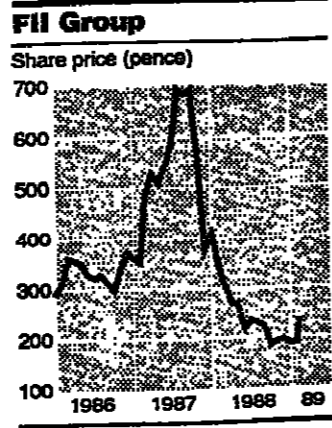
Mr Monty Sumray, chairman, said the recovery has continued in the opening weeks of the second half and the group's factories are all

working on "full-time or over-time" to keep pace with demand.

Group turnover rose to £32.85m (£30.89m) in the six months to November 30. Earnings per share increased to 17.6p (17.4p) and the interim dividend is being raised to 3.5p (3.25p).

FII held a cash surplus of £5m at the end of the interim period. Mr Sumray said it intends to continue with its heavy capital expenditure programme. The group recently invested in "quick response" programmes for its footwear factories. It is now putting money in computer-aided design and water jet cutting systems.

It has also invested heavily in research and development for its scientific division, which provided about 5 per cent of turnover in the first half. The



FII Group
Share price (pence)

division is now expanding outside the UK and now intends to grow by acquisition.

COMMENT
FII is a phenomenon in the footwear industry. For years it

has invested heavily to equip its factories with the most modern machinery. The investment has stood it in good stead in the last year or so. At a time when the industry has been scarred by job losses and company closures, FII has managed to maintain interim profits. The state of the shoe trade is still precarious and it would be foolish to make forecasts in so erratic an environment. But FII should at least maintain - and possibly increase - its profits in the full year. The City was far from enthusiastic about footwear when the industry was in a healthy state and the current crisis has simply confirmed its worst suspicions. FII's share price, which has crumbled during the crisis, was static at 235p yesterday. It will take a long time before the City is confident enough to allow it to recover.

Sutton Water turns down offer for part of its voting stock

By Andrew Hill

SUTTON DISTRICT Water Company yesterday rejected the tender offer for part of its voting stock from Mr Duncan Saville, the Sydney-based investor.

The board of the statutory company met Mr Saville on Tuesday. Sutton said he had not convinced the company that it would benefit from an increase in his stake.

A week ago Mr Saville offered £15.10 in cash for each £1 nominal of Sutton's 7 per cent and 4.9 per cent voting stock, through his investment vehicle, Associated Insurance Pension Fund, in an attempt to lift his holding from 12.5 per cent to 29.9 per cent.

But over 40 per cent of Sutton's shareholders have already said they will not accept the offer, which comes with a market price of £16.50 for each £1 nominal of

voting stock. The price was £10.50 before Mr Saville paid £5 per stock unit in January to increase his holding.

Mr Saville believes he could help bring together the boards of water companies to their mutual advantage. He also holds a 28 per cent stake in Sutton's neighbour, East Surrey. Both companies are in the Thames Water Authority's region.

AJFF has been reducing its stakes in four water companies in Southern Water Authority's region, and may well commit its remaining stake to agreed unconditional offers from two French suppliers, Compagnie Générale des Eaux and SAUR Water Services.

Together with Southern AJFF launched unsuccessful counter-bids for two of the statutory companies in the area earlier this year.

Isotron expands 19% to £1.2m

By Peter Franklin

ISOTRON, the company which specialises in gamma irradiation services, announced a 19 per cent increase in pre-tax profits from £970,000 to £1.15m in the half-year to end-December 1988.

The result was achieved from a 7 per cent increase in turnover to £2.36m (£2.21m).

Profit at the operating level rose to £1.06m (£957,000) and interest receivable increased to £86,000 (£13,000).

After a tax charge of £402,000 (£340,000), earnings per share worked through at 6.1p (5.1p)

and directors have declared an improved interim dividend of 0.87p (0.72p).

Isotron harnesses the properties of gamma rays to sterilise products such as medical disposables and pharmaceutical ingredients.

One of the main advantages of the process is that it can be carried out on products ready for distribution in their final packaging.

Mr Colin Clive, chairman, said all five plants were operating well. The biological sector made good progress through-

out the half year, with an even wider range of products being irradiated.

Good results were also achieved in the chemical sector, which together with the biological market represents one third of turnover, he said.

The medical business had grown only marginally over the period because of a slow first quarter, he said, but with the market for medical disposables now buoyant he anticipated improved performance from this sector in the second half.

Meggitt in £0.3m sale

Meggitt Holdings, a specialist engineering group, yesterday announced the sale of three non-core businesses for £312,000.

The disposals follow a decision to reorganise its divisional structure.

Meggitt Machine Tools and Circuit Automation have been sold to their managements. Bestobell Insulation Services, thermal insulation contracting business, has been sold to Darchem, the Darlington-based engineering group.

The three businesses had a combined turnover of £4.6m.

Robertshaw continues to build Hicking stake

ROBERTSHAW Holdings, the private property development company run by Mr Stuart Robertshaw, continues to build its stake in Hicking Pentecost, the Nottingham-based knitwear manufacturer and dyer.

It was announced yesterday that Robertshaw had bought another 91,500 shares lifting its total holding to 1,072,500, 16.8 per cent of Hicking Pentecost's

share capital.

On Monday, it was revealed that Robertshaw had acquired a 14.93 per cent stake and this was subsequently increased to 15.37 per cent.

Mr Stephen Hyde, Hicking Pentecost's chairman, said yesterday: "The logic of the holding is still unclear to me." Mr Hyde and Mr Robertshaw are to meet later this week.



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These range from our colleagues in Paris advising Tours Pneu Group, a French retailer of tyres, exhausts and components in their acquisition by Kwikfit Holdings plc, to advising our own parent Midland Bank plc in its acquisition of a controlling interest in Euromobiliare, one of Italy's leading merchant banks.

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FINANCIAL TIMES CONFERENCES

RETAILING IN THE 90s - THE ROLE OF TECHNOLOGY
London, 20 & 21 March 1989

The FT's latest conference on retailing will review the changing market conditions and the growing importance of new powerful technologies and innovation for retailers. The conference will be chaired by James Gulliver of the Retail Lowndes Queensway and Richard Weir of the Retail Consortium. Speakers include Sophie Mirman, Sock Shop International; John Thompson, Index Group; John Barry, The Boots Company; Felix Barber, The Boston Consulting Group; Jeremy Soper, W H Smith; Gareth Williams, Marks and Spencer and Robert Bramley, Allied Breweries.

TRANSPORT LINKS WITH THE CONTINENT - COLLABORATION TO MEET THE CHALLENGES OF FUTURE GROWTH
London, 9 & 10 May 1989

This major FT forum on transport links with the Continent will look at the challenges for transport planners and businessmen of meeting future growth traffic demands and the effect of the Channel Tunnel, the biggest transport project in Europe.

Speakers taking part include: The Rt Hon Paul Channon, MP, Secretary of State for Transport, UK, Jean Bouley, Union Internationale des Chemins de fer, Alastair Morton, Eurotunnel, Sir Robert Field, CBE, British Railways Board and Sir Jeffrey Sterling, CBE, The Peninsular and Oriental Steam Navigation Company.

EUROPEAN BANKING FORUM IN VENICE
Venice, 15 & 16 May 1989

Two years ago the Financial Times arranged a highly successful European Banking Forum in Milan. On May 15 and 16 the FT returns to Italy for a further meeting in this series. Another excellent group of Italian speakers has accepted our invitation to participate and the contributors from the rest of Europe and from the United States cover a wider range of subjects than was the case in 1987. Banking in the Single European Market is one of the principal themes at this year's Forum.

The speakers include Deputy Prime Minister Professor Giuliano Amato, Jean-Yves Haberer, President of Crédit Lyonnais, Anthony Solomon, Non-Executive Chairman of S.G Warburg Inc, Win Biechoff, Chairman of Schroders, Hans-Joerg Rudloff, Chairman of CSFB, Emilio Botin, President of Banco Santander, Geoffrey Fitchew, Head of DG XV in Brussels, Sergio Pininfarina, President of Confindustria, Francesco Paolo Mattioli, General Manager of Fiat, Martin Taylor of Deloitte Haskins & Sells, Professor Norbert Walter, Chief Economist of Deutsche Bank, Robin Futton, Director-General of the British Merchant Banking and Securities Houses Association and former Head of DG XV, Samuel Brittan of the Financial Times and Professor Mario Monti of Bocconi University.

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High	Low	Company	Price	Change	Gross Div (%)	Yield (%)	P/E
312	285	As. Brl. Ind. Corp	312.00	0	10.3	3.3	8.4
308	188	As. Brl. Ind. Corp	308.00	0	10.0	3.2	-
42	25	Armitage and Rhodes	36.00	0	-	-	-
57	29	BBS Design Group (USM)	29.00	0	2.7	7.1	4.6
173	150	Borden Group (USM)	154.00	0	2.7	1.8	26.3
117	100	Borden Group (USM)	107.00	0	6.7	6.3	-
148	103	Bray Technologies	122.00	0	5.2	4.3	7.9
114	100	Brenhill Corp. Pref	107.00	0	11.0	10.5	-
292	250	Bray Group (USM)	292.00	+2	12.3	4.2	4.4
170	156	CC Group 13% Com. Pref	170.00	+2	14.7	8.6	-
158	129	Carbo Plc (SD)	158.00	0	6.1	3.9	13.7
113	100	Carbo 7.5% Pref (SD)	110.00	0	10.3	9.4	-
377	347	George Ship	377.00	+2	12.0	3.2	8.3
121	10	Isa Group	121.00	0	-	-	15.9
118	87	Jackson Group (SD)	120.00	0	3.3	2.8	13.3
300	245	Multihouse NV (AmstSD)	300.00	0	7.5	7.5	3.8
135	46	Robert Jackson	100.00	0	4.1	2.7	10.9
630	124	Servotronics	465.00	+1	8.0	2.0	36.0
288	194	Torday & Carlisle	272.00	0	7.7	2.8	13.2
288	100	Torday & Carlisle Com. Pref	306.00	0	10.7	10.1	-
100	56	Tronac Holdings (USM)	101.00	+1	2.7	2.7	10.9
113	100	Unicofl. Europe Com. Pref	110.00	0	8.0	7.3	-
377	300	Wentworth Drug Co. Plc	377.00	+2	22.0	5.8	9.4
370	303	W.S. Yates	368.00	0	16.2	4.4	70.8

Securities designated (SD) and (USM) are dealt in subject to the rules and regulations of the Stock Exchange. Other securities listed above are dealt in subject to the rules of the TSA.

These Securities are dealt in strictly on a matched bargain basis. Neither Granville & Co Limited nor Granville Davies Limited are market makers in these securities.

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Member of TSA, Member of the Stock Exchange & TSA

PUBLIC WORKS LOAN BOARD RATES

Term	Effective February 22		Effective March 1	
	by BPT	AT	by BPT	AT
Over 1 up to 2	11 1/2	11 1/2	12 1/2	12 1/2
Over 2 up to 3	11 1/2	11 1/2	12 1/2	12 1/2
Over 3 up to 4	10 1/2	10 1/2	11 1/2	11 1/2
Over 4 up to 5	10 1/2	10 1/2	11 1/2	11 1/2
Over 5 up to 6	10 1/2	10 1/2	11 1/2	11 1/2
Over 6 up to 7	10 1/2	10 1/2	11 1/2	11 1/2
Over 7 up to 8	10 1/2	10 1/2	11 1/2	11 1/2
Over 8 up to 9	10 1/2	10 1/2	11 1/2	11 1/2
Over 9 up to 10	10 1/2	10 1/2	11 1/2	11 1/2
Over 10 up to 15	10 1/2	10 1/2	11 1/2	11 1/2
Over 15 up to 25	9 1/2	9 1/2	10 1/2	10 1/2
Over 25	9 1/2	9 1/2	9 1/2	9 1/2

*Non-quota loans B are 1 per cent higher in each case than non-quota loans A. †Equal instalments of principal. ‡ Repayment by half-yearly annuity (fixed equal half-yearly payments to include principal and interest). § With half-yearly payments of interest only.

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Tel: 01-628-7233/5699 An AFBD member Reuters Code: IGIN, IGI0

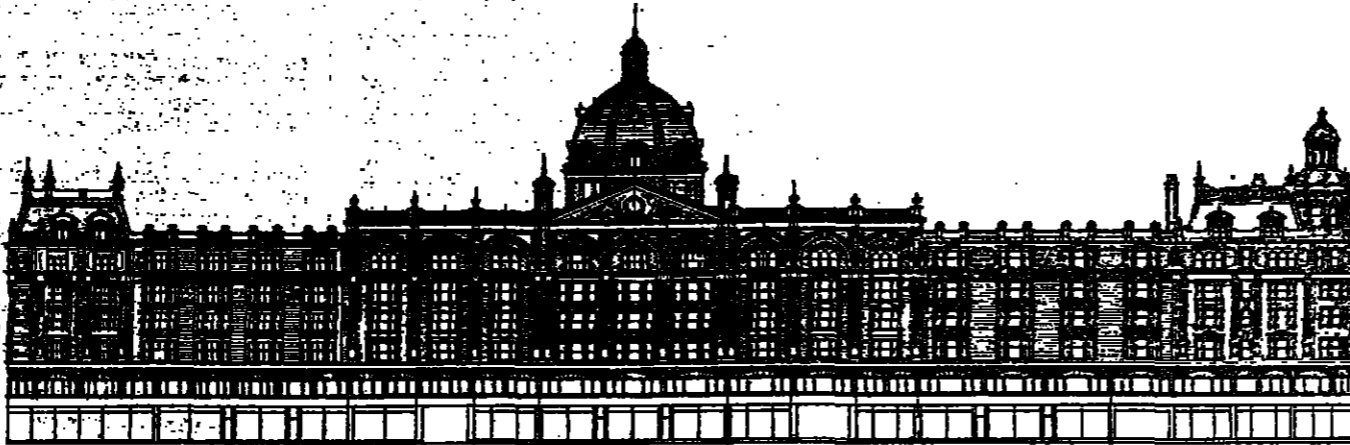
Feb. 1671/1680-17 Feb. 2031/2041-21 Mar. 2298/2311-31 Mar. 1681/1690-19 Mar. 2044/2054-23 Jun. 2326/2338-28

Prices taken at 5pm and change is from previous close at 9pm

TECHNOLOGY

A shop window on the world of on-screen layouts

Paul Abrahams explains how Harrods and other retailers are using computer-aided design to make the most of their floor space



The financial statements of UK retailing companies in recent weeks suggest that times are hard. Fixed costs, such as rents and wages, are rising and stores are struggling to achieve sufficient sales to cover their overheads.

But despite these difficulties, retailers are still finding it cost effective to redesign their outlets. And they are increasingly using computer-aided design (Cad) systems to carry out these renovations more effectively.

As margins have come under gathering pressure across the board, so there has been a move towards trying to increase sales per square foot, says Roy Macnochie, stores analyst at London stockbrokers, James Capel.

But to do that they need attractive and efficient shop floors. Computers can play an important role in helping improve sales densities by optimising the use of space, he says.

Macnochie explains that one of the main commercial advantages of Cad is that designs can be repeated in different locations more easily. This helps to create a nationwide identity for chains, differentiating them from competitors. He believes this will become particularly important in the women's clothing sector which has been suffering from over-capacity and little differentiation between stores.

However, not all the advantages of Cad systems come at the bottom of the balance sheet. Designers have also discovered advantages in using Cad systems. Not least, according to Tony Watson, planning controller at the estates department of Tesco, the UK food retailer, these systems can help to increase their productivity.

The productivity of our department has increased 100 per cent since we invested in a Cad system, he says. When we worked by hand we covered between 10 and 11 stores a year. Now, with the same staff levels but with workstations, we can deal with as many as 20 projects a year.

Watson explains that the first stage is to enter the floor plan of the building on to the computer, either by using a digitiser or by feeding co-ordinates into the machine. Details, such as interior walls, doors, stairs and lighting can then be inserted, copied or deleted as easily as editing on a word processor. These elements can be drawn in either two or three dimensions by the computer operator using an electronic mouse.

Another source of design elements are electronic databases.

These can be built up by the designers, who file images digitally for use on similar projects. This is particularly handy for chains of stores which use many of the same items on different sites.

Andrew McMullen, who is in charge of the Cad system at McColl, the London-based architects and interior designers which is part of the WPP group, explains that his company has built up a number of databases for retail clients such as Dorothy Perkins, part of the Burton Group, and HMV. He says that HMV's design details, which include doors, checkout points and record racks, are expected to be used when the music retailer sets up stores outside the UK.

McColl has recently completed design work on the standard components for the refurbishment of the Halifax Building Society outlets. All of the items, such as consultancy desks, tables, furniture for the reception area and even the queuing system, were digitised so that they could be used on other sites around the country.

The Royal Institute of British Architects also offers a range of about 50 databases with more general information about furniture, sanitary fittings and plumbing. These include details about manufacturers and the price of goods. The data can be used to build up a shopping list of items needed for a building, as well

as the potential cost. McMullen explains that previously these had to be worked out by hand, which was expensive, time-consuming and often inaccurate.

The databases can also be "intelligent" in working out the engineering and technical tolerances of buildings, says Neil McLeod, technical marketing manager at Intergraph, the Alabama-based Cad workstation manufacturer. This means, for example, that the software can warn a designer that he has placed too many lights in his plans, risking overload of the electrical circuits.

A further advantage of Cad systems, according to Watson at Tesco, is that it allows architectural teams to work more efficiently. Any changes that are made to a base plan, he says, immediately appear on other architects' diagrams.

The first large department store in London to invest in a Cad system is Harrods, of Knightsbridge. Malcolm Wiffin, house architect, says that one of the main reasons for the decision was to keep track of developments around the building. The scale of Harrods - it has five floors and a basement, each of which covers four acres, making a total of 1.2m sq ft - meant it was difficult to ensure that all the plans stayed up to date.

"We have about four or five major projects a year worth between 2m and 5m," says Wiffin. "And our refurbishment plans were being held up because we were continually

being forced to resurvey. None of our plans was accurate because the store changes so rapidly."

Wiffin adds that he eventually hopes to use the computer for presentations to management. The Intergraph system which Harrods has purchased is capable of photo-realistic images, including shadows, reflective surfaces and multiple light sources. It is also possible to have moving images which simulate what the customer sees as he or she walks through the store.

He adds that the Intergraph system is capable of showing a building in light generated at different times of the day and year, whatever the geographical location.

"Three-dimensional realistic images are extremely handy," says Ken Kerr, design manager at the Conran Design Group, part of Storehouse, the UK retailing group. "They can show drawing-literate clients - who can't understand two-dimensional diagrams - what the building will look like. At very least it reduces the shock."

Although, the range of features now available for stores and interior designers is one of the causes for their recent decision to make Cad purchases, Neil McLeod at Intergraph believes that there are other reasons.

"The retail sector has been looking at Cad for the last two years," he says. "But it is only in the last six months that the

Cutting the cost of radio phones

PHILIPS Components, the Dutch manufacturer of semiconductor chips and other electronic components, has succeeded in reducing the number of chips in cellular radio telephones by about 60 per cent.

The Eindhoven-based company claims that it is the first to market a chip set tailored to the needs of the next generation of pocket-sized, battery-powered cellular phones. There are only six chips in the Philips set whereas a dozen or more are needed in many designs.

The number of discrete electronic components (capacitors, resistors) are also reduced and Philips believes that the whole radio-phone design can now be implemented on a single printed board, compared with up to eight in conventional designs.

Cutting the number of chips reduces the number of interconnections and hence the cost of manufacturing and testing; reliability is improved as well. It should also be possible to get new radio-phone products to market more quickly because less design time is needed.

The Philips designers have also made more use of "stand-by mode" circuits in which no current flows until signals are present. This should increase the battery life of a hand portable from its present one hour, approximately, to continuous use.

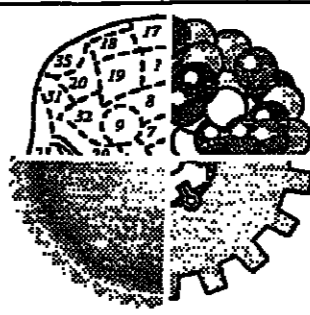
The company has put about 50 man-years into the design of the new chip set. It is likely to be well received by the set makers, which are faced with reducing prices in an increasingly competitive market. US prices for all radio phones have been dropping at more than 20 per cent a year. The 1983 cellular radio price of \$3,000 (for a car-mounted system) had dropped below \$500 at the end of 1988.

Philips thinks the greatest growth will now be in hand portables.

Sharp pictures of sharp characters

GOOD, sharp pictures of people involved at the scene of crimes in banks, building societies, airports and other vulnerable premises are not easily obtained.

Often video cameras have failed to provide sufficient definition; and the subject



WORTH WATCHING

Edited by Geoffrey Charfish

may well be moving about swiftly, including blur into the recorded television frames.

But things will soon get more difficult for the criminals because Hasland Photonics, of Hemel Hempstead in the UK, has developed a still video camera system which greatly improves the chances of a sharp picture, whatever the circumstances.

Called SV-553, it uses a high-definition image-sensing chip, from which two pictures are taken every second and recorded on standard VHS tape.

Frame exposure times can be very short using an electro-mechanical shutter, reducing movement blur. Hasland Photonics says that a sensitivity equivalent to 2000 ASA film speed is obtainable. This allows small lens apertures to be used for better sharpness over more of the picture area.

The monochrome pictures displayed on the high resolution monitor are close to photographic quality. Polaroid Corporation of the US has designed an instant printer for the system, allowing 5 by 4 in prints to be made quickly, for distribution to police officers for example.

The images, which are digital, can be sent to other locations over suitable links. If required, the camera can also be used as a regular live action television camera.

New method of in-house printing

RANK Xerox (UK) claims to have developed the first viable alternative to offset black and white printing. Its model 5090 xerographic printing and finishing machine combines the flexibility and economy of duplicating photocopiers with a

consistent printing quality "comparable to that of offset machines."

The new machine can produce 135 copies per minute. It has automatic collating and carries out stitching and binding. A 125-page document is thermally bound in 13 seconds.

Initial field trials carried out by the company, comparing the total job time of the 5090 with that of offset printing, show that productivity gains of 30 to 50 per cent can be achieved.

Capable of printing complex documents with covers and tabbed section dividers, the 5090 will produce reports, manuals, directories, contract documents and catalogues. It can handle line art, original photographs and halftones. A re-circulating document handler holds up to 250 originals.

A computer with 20 megabytes (20m characters) of memory controls the new system. Among the many functions it looks after is one which allows the operator to program the next job while the current one is still running. The computer can hold the programmed instructions for up to 36 jobs, ready for use at the press of a button.

Cladding to keep hulls clean

THE GROWTH, mainly of barnacles and weeds, on ships' hulls needs to be prevented since the frictional drag it causes raises fuel costs. Removing the growth annually is expensive, so the ships are often coated with anti-fouling paint.

The commonest variety of this paint contains tri-butyl tin (TBT). But TBT stands accused of impairing other kinds of marine life, and the opposition to it has led to regulations banning its use.

In response NKK, of Japan, has turned back to copper, which has long been known to do a similar job. With Sakai Steel Works, NKK has conducted successful tests of a 0.5 mm thick cupro-nickel cladding for ships' plates.

The composition is 90 per cent copper and 10 per cent nickel. NKK is supplying samples of the cladding, on 14.5 mm steel plate, to the Japanese Ship Research Institute.

CONTACTS: Philips Components: The Netherlands, 40 781111. Rank Xerox UK: 0895 51133. Hasland Photonics: 0442 525256. NKK: Tokyo, 212 7171.

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Please write, in confidence, enclosing a full CV, quoting Ref: A244 to Charles Austin at Mervyn Hughes International Ltd, Management Recruitment Consultants, 63 Mansell Street, London E1 8AN. Telephone: 01-488 4114.



COMPANY NOTICES

NM INCOME & GROWTH FUND
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2, boulevard Royal
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R.C. Luxembourg B - 23410

Shareholders are hereby convened to the ANNUAL GENERAL MEETING of shareholders of our company, which will take place at the company's registered office, 2, boulevard Royal, L-2953 Luxembourg, on March 3, 1989 at 11.00 a.m. for the purpose of considering and voting upon the following agenda:

1. Submission of the report of the Board of Directors;
2. Approval of the Statement of Net Assets as of December 31, 1988 and of the Statement of Operations for the year ended December 31, 1988;
3. Discharge of the Directors and of the Statutory Auditor;
4. Receipt of and action on nomination of the Directors and of the Auditor;
5. Miscellaneous.

Resolutions on the agenda of the Annual General Meeting will require no quorum and will be taken at the majority of the shareholders present or represented.

In order to attend the meeting of March 3, 1989, the owners of bearer shares will have to deposit their shares five clear days before the meeting at the registered office of the Company or with Banque Internationale à Luxembourg, 2, boulevard Royal, L-2953 Luxembourg.

THE BOARD OF DIRECTORS

Mitsui Finance Australia Limited

AS \$200,000,000
Floating Rate Notes due 1991

In accordance with the Terms and Conditions of the Notes, notice is hereby given that for the second Interest Period from February 20, 1989 to May 22, 1989, the Notes will carry an interest rate of 16.555% per annum. The interest payable on the relevant Interest Payment Date, May 22, 1989 will be AS\$ 4,127.41 per AS\$ 100,000 denomination.

The Fiscal Agent

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Notice is hereby given that the amount payable on September 27, 1989 on coupon no. 1 will be Can\$ 1,000 and can do! 1,250 in respect of notes of Can\$ 10,000 (and not Can\$ 100 and Can\$ 1,000 respectively as erroneously stated on coupon no. 1). Nonholders are requested to transfer their notes as soon as possible to the Fiscal agent at the following address:

Banque Internationale à Luxembourg S.A. - Securities Department, 2, Boulevard Royal, L-2953 Luxembourg

THIRD SERIES FLOATING

EURO-DOLLAR

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DUE 1994

US\$ 300,000,000

F.F.A.R.I. III

For the period from February 23rd, 1989 to May 23rd, 1989 the Notes will carry an interest rate of 9 1/4% per annum with an interest amount of US\$ 2,466.77 per US\$ 100,000 Note.

The relevant interest payment date will be May 23rd, 1989. Banque Paribas (Luxembourg) S.A. Agent Bank

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MES CONFERENCE
AN HOUR OF TECHNOLOGY
ALLOWING
DOCKLAND
PRISE ZONE
INVESTING
CAN BOARD

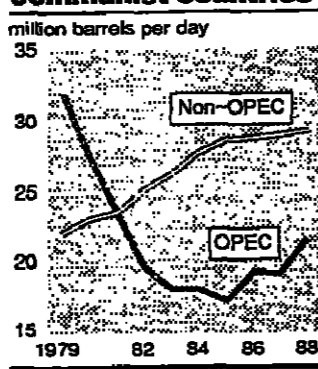
COMMODITIES AND AGRICULTURE

Non-Opec oil producers offer to do their bit

Steven Butler on fresh efforts to support prices

A GROUP of oil producing countries not affiliated with the Organisation of Petroleum Exporting Countries...

Oil supply outside communist countries



risky strategy although the rewards could be great.

The accompanying illustration shows how non-Opec oil producers have benefited at the expense of Opec during this decade.

This delivered a blunt message to non-Opec producers which, during the 1988 collapse of oil prices, seems to have finally sunk in.

They were also upset by what many saw as ridiculously high base figures from which to calculate cuts by the non-Opec countries.

Many Opec producers feel they have been played with politically by the non-Opec producers.

Australian steam coal price rise agreed

By Chris Sherwell in Sydney

AUSTRALIAN steaming coal producers have won a second successive price increase from Japanese power utilities...

It specified a price of US\$35.15 per tonne, \$3.50 above the \$35.65 agreed for the current year...

Even after allowing for the appreciation of the Australian dollar the price rise will help to put the coal companies on a firmer financial footing...

Although the deal is for little more than 1m tonnes and involves just three producers in New South Wales and the Chugoku Electric Power Company...

The increase exactly matches the US\$3.50 a tonne rise won in December by Australian producers of hard coking coal...

In US dollar terms it represents a 9.8 per cent increase, but at the Australian dollar exchange rates prevailing at the time each year's contract was agreed it amounts to just 4.5 per cent.

This is because the Australian currency has strengthened sharply against the US dollar in recent months.

At a more fundamental level the increase also reflects continuing Japanese demand, based on the domestic economy's strong growth...

Warning on EC sheepmeat costs

By Bridget Bloom, Agriculture Correspondent

THE EUROPEAN Community's sheepmeat regime has become a racket for some and a racket for others.

Mr Pooley, speaking at the European Commission's annual European Agricultural Outlook conference in London yesterday...

The sector was the only major one left in the common agricultural policy for which there had as yet been no reform.

Although the Commission had produced proposals, these were proving difficult to negotiate because those involved had "so much to lose in bringing the regime back to sanity."

for the regime include the abolition of the variable premium on lambs enjoyed by Britain, a chief beneficiary of the regime.

Mr John MacGregor, Britain's Minister of Agriculture, skated over the problems of the sheepmeat regime in his opening remarks to the conference...

Mr MacGregor commended the Commission's attempts to return intervention buying of surpluses to the original concept of an end-of-season safety net.

The importance of the EC's reforms, which are based on so-called budget stabilisers...

Even though Britain is one of the few countries to have implemented the scheme fully, only 1,820 farmers would participate this year...

Mr MacGregor said that, contrary to some reports, while one third of farmers had elected to set aside all their eligible land...

Mr MacGregor also noted that tenant farmers were finding the scheme attractive, since one third of applications were from them.

Japanese beef up Australian investments

By Chris Sherwell

FOREIGN INVESTMENT in Australia's beef industry, particularly from Japan, is provoking a sharp domestic reaction...

The pace of Japanese investment has quickened in recent months following the announcement that Japan's market will be progressively opened over the period to 1991.

But the trend has prompted fears that the benefits which might be expected to go to Australia's way will instead pass into Japanese coffers...

This week the Cattlemen's Council, representing beef producers in the key states of Queensland and New South Wales...

participation with Australian interests, and it argues for equivalent access to the Japanese market through reforms of the marketing and distribution system.

Detailed information about the scale of Japanese investment in Australia's beef industry is difficult to come by.

It appears not to have focused on cattle properties, but rather on feedlots, abattoirs and meat processors...

Among the deals publicised over recent months are two involving full or majority ownership of feedlots and abattoirs by a partnership of Mitsubishi Corporation and Haganan, and

a third by Nippon Ham. Another Japanese company, Itohan, has taken a minority stake in several meatworks...

According to the Cattle Council, Japanese interests now control or have a sizeable share in around 12 per cent of the country's export meatworks capacity...

For its part the Government has welcomed Japanese investment in the industry, arguing that it is inevitable given the forthcoming liberalisation and the high value of the yen.

It also points out the advantages to Australia in having Japan source under of its beef from Down Under.

Gatt sees strong demand and reduced supplies

By William Dullforce in Geneva

STRONGER PRICES in the world beef and veal market in the short and medium term would seem to be guaranteed...

It bases this prediction on expected strong demand from major markets, reduced supplies from some important exporting countries...

However, in its annual report on international meat markets Gatt hedges its bets by pointing out that subsidies, import restrictions, voluntary

restraint arrangements and other national measures still hinder confident predictions.

Last year world trade in beef and veal expanded by 5 or 6 per cent in volume, Gatt estimates, with exports reaching 4.4m tonnes.

Factors highlighted in the report are the North American drought which led to increased forage and feed costs, and the disposal of European Community beef stocks...

and domestic output fell. Looking at 1989 prospects, the Gatt secretariat notes that the rebuilding of cattle herds is still going on in an increasing number of countries...

Import demand will be stronger, the report predicts, Japan will buy more beef and demand from other East Asian countries, North Africa and the Middle East is expected to be firmer.

The International Markets for Meat 1988-89, from the Gatt Secretariat, 154 rue de la Suisse, 1211 Geneva 21. Price Sfr12.

Venezuela sells gold to raise reserves

By Joseph Mann in Caracas

VENEZUELA'S NEW Government this week began selling non-monetary gold to replenish international monetary reserves.

On Monday, the Central Bank of Venezuela despatched eight tonnes of non-monetary gold to an undisclosed buyer in London.

"strategic placement" of gold reserves in "the most important world financial centres."

He stressed that, while the non-monetary gold was to be sold, the government would not sell or pledge its monetary gold reserves against loans.

"exhausted" by the time the new Government took over on February 2, according to President Carlos Andres Perez.

In 1987, the Venezuelan government began selling gold mined in the state of Bolivar to raise cash, and this week's shipment forms part of a general plan to increase government revenue through gold sales and through loans backed by future gold deliveries.

WORLD COMMODITIES PRICES

LONDON MARKETS

Table of LONDON MARKETS prices for COPPER, SPOT MARKETS, and RUBBER.

COCOA 50000

Table of COCOA 50000 prices with columns for Close, Previous, High/Low.

COFFEE 50000

Table of COFFEE 50000 prices with columns for Close, Previous, High/Low.

LONDON METAL EXCHANGE

Table of LONDON METAL EXCHANGE prices for ALUMINIUM, CASH, COPPER, SILVER, LEAD, NICKEL, ZINC, and TIN.

POTATOES 50000

Table of POTATOES 50000 prices with columns for Close, Previous, High/Low.

SOYABEAN MEAL 50000

Table of SOYABEAN MEAL 50000 prices with columns for Close, Previous, High/Low.

SOYABEAN OIL 50000

Table of SOYABEAN OIL 50000 prices with columns for Close, Previous, High/Low.

LONDON METAL EXCHANGE TRADED OPTIONS

Table of LONDON METAL EXCHANGE TRADED OPTIONS prices for ALUMINIUM, COPPER, and ZINC.

WHEAT

Table of WHEAT prices with columns for Close, Previous, High/Low.

GRAINS 50000

Table of GRAINS 50000 prices with columns for Close, Previous, High/Low.

BARLEY 50000

Table of BARLEY 50000 prices with columns for Close, Previous, High/Low.

WHEAT

Table of WHEAT prices with columns for Close, Previous, High/Low.

BARLEY

Table of BARLEY prices with columns for Close, Previous, High/Low.

WHEAT

Table of WHEAT prices with columns for Close, Previous, High/Low.

BARLEY

Table of BARLEY prices with columns for Close, Previous, High/Low.

US MARKETS

Table of US MARKETS prices for METALS, GOLD, and SILVER.

NEW YORK

Table of NEW YORK prices for GOLD and SILVER.

CRUDE OIL 50000

Table of CRUDE OIL 50000 prices with columns for Close, Previous, High/Low.

PLATINUM 50000

Table of PLATINUM 50000 prices with columns for Close, Previous, High/Low.

SILVER 50000

Table of SILVER 50000 prices with columns for Close, Previous, High/Low.

COTTON 50000

Table of COTTON 50000 prices with columns for Close, Previous, High/Low.

SUGAR WORLD 50000

Table of SUGAR WORLD 50000 prices with columns for Close, Previous, High/Low.

ORANGE JUICE 15000

Table of ORANGE JUICE 15000 prices with columns for Close, Previous, High/Low.

INDEXES

Table of INDEXES prices for REUTERS and DOW JONES.

CHICAGO

Table of CHICAGO prices for SOYABEAN MEAL and SOYABEAN OIL.

SOYABEAN MEAL 10000

Table of SOYABEAN MEAL 10000 prices with columns for Close, Previous, High/Low.

SOYABEAN OIL 60000

Table of SOYABEAN OIL 60000 prices with columns for Close, Previous, High/Low.

SOYABEAN MEAL 10000

Table of SOYABEAN MEAL 10000 prices with columns for Close, Previous, High/Low.

MAIZE 50000

Table of MAIZE 50000 prices with columns for Close, Previous, High/Low.

COFFEE 50000

Table of COFFEE 50000 prices with columns for Close, Previous, High/Low.

WHEAT 50000

Table of WHEAT 50000 prices with columns for Close, Previous, High/Low.

MAIZE 50000

Table of MAIZE 50000 prices with columns for Close, Previous, High/Low.

LIVE CATTLE 40000

Table of LIVE CATTLE 40000 prices with columns for Close, Previous, High/Low.

LIVE HOGS 30000

Table of LIVE HOGS 30000 prices with columns for Close, Previous, High/Low.

LIVE SHEEP 40000

Table of LIVE SHEEP 40000 prices with columns for Close, Previous, High/Low.

PORK 50000

Table of PORK 50000 prices with columns for Close, Previous, High/Low.

WHEAT

Table of WHEAT prices with columns for Close, Previous, High/Low.

CHICAGO

Table of CHICAGO prices for SOYABEAN MEAL and SOYABEAN OIL.

SOYABEAN MEAL 10000

Table of SOYABEAN MEAL 10000 prices with columns for Close, Previous, High/Low.

SOYABEAN OIL 60000

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MAIZE 50000

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Table of PORK 50000 prices with columns for Close, Previous, High/Low.

WHEAT

Table of WHEAT prices with columns for Close, Previous, High/Low.

LONDON STOCK EXCHANGE

Worries over interest rate prospects

THE SPECTRE of a rise in UK interest rates suddenly reappeared in the London equity market yesterday in the wake of a falling pound and signs of inflationary pressures in the US. A stock market fuelled the...

Account Opening Dates table with columns for dates and descriptions.

news for the London market which raises on a firm pound to enable the UK authorities to cut domestic interest rates...

Securities. Mr Robin Aspinall was even more damning. "A couple of weeks ago I said sterling was on the brink of a mini-crisis. Yesterday it began..."

expressed doubts over the near term outlook. Some chart analysts speak of "strong support" around FT-SE 1990...

second move phase in changed trading reporting systems. Today sees the testing of software intended to blank out price reporting on share deals...

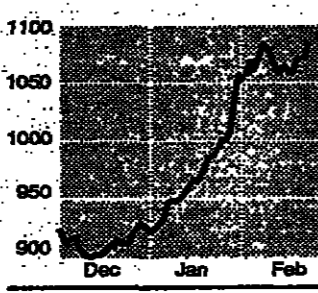
FINANCIAL TIMES STOCK INDICES

Table of stock indices including Government Secs, Fixed Interest, Ordinary, Gold Mines, and S.E. ACTIVITY.

Food retailing caution

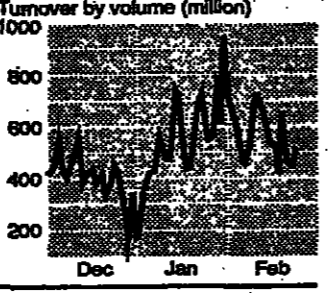
Shares in food retailer J Sainsbury wilted under strong selling pressure in early trading after Warburg Securities reduced its 1989/90 profits forecasts for the supermarket group by 25m to 2400m...

FT-A All-Share Index



likely to outpace it. The full year results are due in April and investors should look for 1939m pre-tax profits.

Equity Shares Traded



rapidly and settled at 15m, well above recent levels. Mr Jeremy Hudson of Shearson Lehman has downgraded Gas. He says the risk of an oil price collapse has receded...

Magnet, the Yorkshire-based kitchen and bedroom furniture retailing group, moved substantially higher with dealers saying details of the proposed management buyout are imminent...

Stores leader Marks & Spencer dropped 4 to 163 1/2 on the news of 8m shares after downgrading from Morgan Stanley and BZW.

let range of £170m to £227m. Although this year's results will be depressed by an exceptional item of £30m, said Mr Whitehead, he believes the company has become increasingly successful at selling engines to new customers...

Basset Foods fell 3 to 564p as Swedish suitor Procordia withdrew its bid, leaving agreed bidder Cadbury Schweppes (down 4 to 357p) a clear run. Dealers speculated that Procordia will now sell its 10 per cent stake to Cadbury...

TRADING VOLUME IN MAJOR STOCKS

Table showing trading volume in major stocks with columns for stock names, volume, and price.

Wellcome doubts

Doubts about the short-term outlook for sales of Retrovir, Wellcome's anti-Aids drug, continued to depress the shares, which fell 21 to 451p after turnover of 2.1m. The latest addition to the ranks of the heavy was BZW, whose 1988-89 forecast was cut by 25 per cent...

NEW HIGHS AND LOWS FOR 1988/89

Table listing new highs and lows for various stocks in 1988/89.

Resilient Reckitt

Reckitt and Colman shares were among the best performers in a weak market, buoyed by a bullish note from Warburg Securities. The shares rose 8 to 1046p on turnover of just under 1m. The shares are frequently overlooked, said Mr David Grogan, a Warburg analyst...

APPOINTMENTS

has also been appointed to the board of Blugit, holding company for the four Melton Medes industrial divisions. CCL GROUP has appointed Mr William E. Drake as a non-executive director. He is director in charge of the securities department at Granville & Co., CCL's financial advisers.

McLaren, in Pirbright, Furness-Houlder (Grace) Inc has been formed, with Mr Chu as chairman, and Mr Collins, Mr Stratis Porfyrotas, Mr Leonard Louloudis, and Mr P. Pardis as directors. MI GROUP has appointed Mr Robert Warwick as a director of MI Independent Intermediaries.

What are your chances of making a million this year?

"We all like to gamble now and then. Especially if our chances of winning are high. Even better when the prizes are high too. Better still, when you can become a millionaire overnight! With the Northwest German State Lottery, you can do just that. This season's lottery pays out a grand total of almost ONE QUARTER BILLION GERMAN MARKS IN PRIZEMONEY, 241,455,000 DM, to be exact.

TI Group subsidiary changes

TI GROUP has appointed Mr Joe Carr as planning and business development director of John Crane International. Mr John Henry, president, heat treatment, becomes president, thermal technology, responsible for all the businesses of Abar Ipen and the retained business of Thermal Scientific. Mr Norman Askew becomes business development director of the specialised engineering and specialised tube companies, retaining responsibility for TI International and the TI Tysley site.

THE BANK ORGANISATION

has been appointed managing director of Bank Amusements, as managing director of Haven Leisure. He is succeeded by Mr Jeffrey Cohen, currently operations director of Top Rank Clubs. Both appointments are from March 15.

MANDERS HOLDINGS

has appointed Mr Barrie Everitt (above) as managing director of Mander-Domac, the industrial coatings division, and Mr Jack Singh succeeds him as financial director of Mander-Kidd (UK). Mr Singh was financial director of Manders Industrial Coatings.

THREE MILLION GERMAN MARKS

That's the equivalent of almost a million pounds sterling and over a million and a quarter US dollars. The lottery and the prizes are 100% guaranteed by the German government, who by the way does not impose tax on lottery winnings. I'll pay you your prize money, in any currency, one lump sum and in the strictest confidence. The next lottery starts on March 31st, so why not order your tickets today? 1989 could well be the year you become a millionaire."

CHRISTIAN SCHIPPMANN Official Agent of NORTHWEST GERMAN STATE LOTTERY P.O. Box 60 16 29, 2000 Hamburg 60, West Germany

Order form for lottery tickets with fields for number of tickets, price, name, address, and payment method.

Unit Trusts

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-925-2128

Main table containing unit trust information with columns for Name, Price, Yield, and other financial metrics. Includes sub-sections for 'OTHER UK UNIT TRUSTS' and 'INSURANCES'.

OTHER UK UNIT TRUSTS

INSURANCES

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-925-2128

Main table containing unit trust information with columns for Name, Price, Yield, and other financial metrics. Includes sub-sections like 'MANAGEMENT SERVICES', 'OFFSHORE AND OVERSEAS', and 'GUERNSEY AUTHORISED'.

JERSEY AUTHORISED

Table listing unit trusts authorized in Jersey, including names and prices.

GUERNSEY AUTHORISED

Table listing unit trusts authorized in Guernsey, including names and prices.

MANAGEMENT SERVICES

David M. Aarø (Personal Fin. Serv.) Ltd
The Analysis Group PLC
The Fitzpatrick Group

OFFSHORE AND OVERSEAS

GUERNSEY AUTHORISED

Table listing offshore and overseas unit trusts, including names and prices.

GUERNSEY AUTHORISED

Table listing unit trusts authorized in Guernsey, including names and prices.

GUERNSEY AUTHORISED

Table listing unit trusts authorized in Guernsey, including names and prices.

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GUERNSEY AUTHORISED

Table listing unit trusts authorized in Guernsey, including names and prices.

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FT UNIT TRUST INFORMATION SERVICE

Table of FT Unit Trust Information Service listing various unit trusts with columns for Name, NAV, and other financial metrics.

LONDON SHARE SERVICE

Table of London Share Service listing British Funds, Americans, Int. Bank and O'Seas, and Foreign Bonds & Rails with columns for Name, Price, and Yield.

Table of Money Market Trust Funds listing various trust funds with columns for Name, NAV, and other financial metrics.

Money Market Bank Accounts section containing text about bank accounts, interest rates, and financial services.

LONDON SHARE SERVICE

CANADIANS

1988/89	High	Low	Stock	Price	Div	Yield	P/E
1370	1370	1370	ABM Gold Corp	1370	0.00	0.00	1370
1371	1371	1371	Alcan Energy Corp	1371	0.00	0.00	1371
1372	1372	1372	Alcan Indus Corp	1372	0.00	0.00	1372
1373	1373	1373	Alcan Pipelines	1373	0.00	0.00	1373
1374	1374	1374	Alcan Resources	1374	0.00	0.00	1374
1375	1375	1375	Alcan Steel	1375	0.00	0.00	1375
1376	1376	1376	Alcan Transp	1376	0.00	0.00	1376
1377	1377	1377	Alcan Util	1377	0.00	0.00	1377
1378	1378	1378	Alcan Water	1378	0.00	0.00	1378
1379	1379	1379	Alcan Zinc	1379	0.00	0.00	1379
1380	1380	1380	Alcan Zinc	1380	0.00	0.00	1380

BUILDING, TIMBER, ROADS

1988/89	High	Low	Stock	Price	Div	Yield	P/E
1000	1000	1000	1000	1000	0.00	0.00	1000
1001	1001	1001	1001	1001	0.00	0.00	1001
1002	1002	1002	1002	1002	0.00	0.00	1002
1003	1003	1003	1003	1003	0.00	0.00	1003
1004	1004	1004	1004	1004	0.00	0.00	1004
1005	1005	1005	1005	1005	0.00	0.00	1005
1006	1006	1006	1006	1006	0.00	0.00	1006
1007	1007	1007	1007	1007	0.00	0.00	1007
1008	1008	1008	1008	1008	0.00	0.00	1008
1009	1009	1009	1009	1009	0.00	0.00	1009

ELECTRICALS

1988/89	High	Low	Stock	Price	Div	Yield	P/E
1100	1100	1100	1100	1100	0.00	0.00	1100
1101	1101	1101	1101	1101	0.00	0.00	1101
1102	1102	1102	1102	1102	0.00	0.00	1102
1103	1103	1103	1103	1103	0.00	0.00	1103
1104	1104	1104	1104	1104	0.00	0.00	1104
1105	1105	1105	1105	1105	0.00	0.00	1105
1106	1106	1106	1106	1106	0.00	0.00	1106
1107	1107	1107	1107	1107	0.00	0.00	1107
1108	1108	1108	1108	1108	0.00	0.00	1108
1109	1109	1109	1109	1109	0.00	0.00	1109

ENGINEERING - Contd

1988/89	High	Low	Stock	Price	Div	Yield	P/E
1200	1200	1200	1200	1200	0.00	0.00	1200
1201	1201	1201	1201	1201	0.00	0.00	1201
1202	1202	1202	1202	1202	0.00	0.00	1202
1203	1203	1203	1203	1203	0.00	0.00	1203
1204	1204	1204	1204	1204	0.00	0.00	1204
1205	1205	1205	1205	1205	0.00	0.00	1205
1206	1206	1206	1206	1206	0.00	0.00	1206
1207	1207	1207	1207	1207	0.00	0.00	1207
1208	1208	1208	1208	1208	0.00	0.00	1208
1209	1209	1209	1209	1209	0.00	0.00	1209

INDUSTRIALS (Misc.) - Contd

1988/89	High	Low	Stock	Price	Div	Yield	P/E
1300	1300	1300	1300	1300	0.00	0.00	1300
1301	1301	1301	1301	1301	0.00	0.00	1301
1302	1302	1302	1302	1302	0.00	0.00	1302
1303	1303	1303	1303	1303	0.00	0.00	1303
1304	1304	1304	1304	1304	0.00	0.00	1304
1305	1305	1305	1305	1305	0.00	0.00	1305
1306	1306	1306	1306	1306	0.00	0.00	1306
1307	1307	1307	1307	1307	0.00	0.00	1307
1308	1308	1308	1308	1308	0.00	0.00	1308
1309	1309	1309	1309	1309	0.00	0.00	1309

INDUSTRIALS (Misc.) - Contd

1988/89	High	Low	Stock	Price	Div	Yield	P/E
1400	1400	1400	1400	1400	0.00	0.00	1400
1401	1401	1401	1401	1401	0.00	0.00	1401
1402	1402	1402	1402	1402	0.00	0.00	1402
1403	1403	1403	1403	1403	0.00	0.00	1403
1404	1404	1404	1404	1404	0.00	0.00	1404
1405	1405	1405	1405	1405	0.00	0.00	1405
1406	1406	1406	1406	1406	0.00	0.00	1406
1407	1407	1407	1407	1407	0.00	0.00	1407
1408	1408	1408	1408	1408	0.00	0.00	1408
1409	1409	1409	1409	1409	0.00	0.00	1409

BANKS, HP & LEASING

1988/89	High	Low	Stock	Price	Div	Yield	P/E
1500	1500	1500	1500	1500	0.00	0.00	1500
1501	1501	1501	1501	1501	0.00	0.00	1501
1502	1502	1502	1502	1502	0.00	0.00	1502
1503	1503	1503	1503	1503	0.00	0.00	1503
1504	1504	1504	1504	1504	0.00	0.00	1504
1505	1505	1505	1505	1505	0.00	0.00	1505
1506	1506	1506	1506	1506	0.00	0.00	1506
1507	1507	1507	1507	1507	0.00	0.00	1507
1508	1508	1508	1508	1508	0.00	0.00	1508
1509	1509	1509	1509	1509	0.00	0.00	1509

CHEMICALS, PLASTICS

1988/89	High	Low	Stock	Price	Div	Yield	P/E
1600	1600	1600	1600	1600	0.00	0.00	1600
1601	1601	1601	1601	1601	0.00	0.00	1601
1602	1602	1602	1602	1602	0.00	0.00	1602
1603	1603	1603	1603	1603	0.00	0.00	1603
1604	1604	1604	1604	1604	0.00	0.00	1604
1605	1605	1605	1605	1605	0.00	0.00	1605
1606	1606	1606	1606	1606	0.00	0.00	1606
1607	1607	1607	1607	1607	0.00	0.00	1607
1608	1608	1608	1608	1608	0.00	0.00	1608
1609	1609	1609	1609	1609	0.00	0.00	1609

FOOD, GROCERIES, ETC

1988/89	High	Low	Stock	Price	Div	Yield	P/E
1700	1700	1700	1700	1700	0.00	0.00	1700
1701	1701	1701	1701	1701	0.00	0.00	1701
1702	1702	1702	1702	1702	0.00	0.00	1702
1703	1703	1703	1703	1703	0.00	0.00	1703
1704	1704	1704	1704	1704	0.00	0.00	1704
1705	1705	1705	1705	1705	0.00	0.00	1705
1706	1706	1706	1706	1706	0.00	0.00	1706
1707	1707	1707	1707	1707	0.00	0.00	1707
1708	1708	1708	1708	1708	0.00	0.00	1708
1709	1709	1709	1709	1709	0.00	0.00	1709

Hire Purchase, Leasing, etc.

1988/89	High	Low	Stock	Price	Div	Yield	P/E
1800	1800	1800	1800	1800	0.00	0.00	1800
1801	1801	1801	1801	1801	0.00	0.00	1801
1802	1802	1802	1802	1802	0.00	0.00	1802
1803	1803	1803	1803	1803	0.00	0.00	1803
1804	1804	1804	1804	1804	0.00	0.00	1804
1805	1805	1805	1805	1805	0.00	0.00	1805
1806	1806	1806	1806	1806	0.00	0.00	1806
1807	1807	1807	1807	1807	0.00	0.00	1807
1808	1808	1808	1808	1808	0.00	0.00	1808
1809	1809	1809	1809	1809	0.00	0.00	1809

DRAPERY AND STORES

1988/89	High	Low	Stock	Price	Div	Yield	P/E
1900	1900	1900	1900	1900	0.00	0.00	1900
1901	1901	1901	1901	1901	0.00	0.00	1901
1902	1902	1902	1902	1902	0.00	0.00	1902
1903	1903	1903	1903	1903	0.00	0.00	1903
1904	1904	1904	1904	1904	0.00	0.00	1904
1905	1905	1905	1905	1905	0.00	0.00	1905
1906	1906	1906	1906	1906	0.00	0.00	1906
1907	1907	1907	1907	1907	0.00	0.00	1907
1908	1908	1908	1908	1908	0.00	0.00	1908
1909	1909	1909	1909	1909	0.00	0.00	1909

BUILDING, TIMBER, ROADS

1988/89	High	Low	Stock	Price	Div	Yield	P/E
2000	2000	2000	2000	2000	0.00	0.00	2000
2001	2001	2001	2001	2001	0.00	0.00	2001
2002	2002	2002	2002	2002	0.00	0.00	2002
2003	2003	2003	2003	2003	0.00	0.00	2003
2004	2004	2004	2004	2004	0.00	0.00	2004
2005	2005	2005	2005	2005	0.00	0.00	2005
2006	2006	2006	2006	2006	0.00	0.00	2006
2007	2007	2007	2007	2007	0.00	0.00	2007
2008	2008	2008	2008	2008	0.00	0.00	2008
2009	2009	2009	2009	2009	0.00	0.00	2009

ELECTRICALS

1988/89	High	Low	Stock	Price	Div	Yield	P/E
2100	2100	2100	2100	2100	0.00	0.00	2100
2101	2101	2101	2101	2101	0.00	0.00	2101
2102	2102	2102	2102	2102	0.00	0.00	2102
2103	2103	2103	2103	2103	0.00	0.00	2103
2104	2104	2104	2104	2104	0.00	0.00	2104
2105	2105	2105	2105	2105	0.00	0.00	2105
2106	2106	2106	2106	2106	0.00	0.00	2106
2107	2107	2107	2107	2107	0.00	0.00	2107
2108	2108	2108	2108	2108	0.00	0.00	2108
2109	2109	2109	2109	2109	0.00	0.00	2109

ENGINEERING

1988/89	High	Low	Stock	Price	Div	Yield	P/E
2200	2200	2200	2200	2200	0.00	0.00	2200
2201	2201	2201	2201	2201	0.00	0.00	2201
2202	2202	2202	2202	2202	0.00	0.00	2202
2203	2203	2203	2203				

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LONDON SHARE SERVICE

Latest Share Prices are available on FT Cityline. To obtain your free Share Code Booklet ring the FT Cityline help desk on 01-825-2125

LEISURE - Contd

Table of share prices for Leisure companies including Leisure Group, Leisure World, and Leisure Travel.

PROPERTY

Table of share prices for Property companies including Property Group, Property Services, and Property Development.

TEXTILES - Contd

Table of share prices for Textiles companies including Textiles Group, Textiles International, and Textiles Manufacturing.

TRUSTS, FINANCE, LAND - Contd

Table of share prices for Trusts, Finance, and Land companies including Finance Group, Finance Services, and Land Development.

OIL AND GAS - Contd

Table of share prices for Oil and Gas companies including Oil & Gas Group, Oil & Gas Services, and Oil & Gas Production.

MINES - Contd

Table of share prices for Mines companies including Mines Group, Mines Services, and Mines Production.

MOTORS, AIRCRAFT TRADES

Table of share prices for Motors and Aircraft Trades companies including Motors Group, Aircraft Services, and Aircraft Production.

TOBACCO

Table of share prices for Tobacco companies including Tobacco Group, Tobacco Services, and Tobacco Production.

TRUSTS, FINANCE, LAND

Table of share prices for Trusts, Finance, and Land companies including Finance Group, Finance Services, and Land Development.

OVERSEAS TRADERS

Table of share prices for Overseas Traders companies including Overseas Group, Overseas Services, and Overseas Production.

PLANTATIONS

Table of share prices for Plantations companies including Plantations Group, Plantations Services, and Plantations Production.

THIRD MARKET

Table of share prices for Third Market companies including Third Market Group, Third Market Services, and Third Market Production.

Commercial Vehicles

Table of share prices for Commercial Vehicles companies including Commercial Group, Commercial Services, and Commercial Production.

Investment Trusts

Table of share prices for Investment Trusts companies including Investment Group, Investment Services, and Investment Production.

Finance, Land, etc

Table of share prices for Finance, Land, etc companies including Finance Group, Finance Services, and Finance Production.

Teas

Table of share prices for Teas companies including Teas Group, Teas Services, and Teas Production.

MINES

Table of share prices for Mines companies including Mines Group, Mines Services, and Mines Production.

Central Rand

Table of share prices for Central Rand companies including Central Group, Central Services, and Central Production.

Garages and Distributors

Table of share prices for Garages and Distributors companies including Garages Group, Garages Services, and Garages Production.

Shipping

Table of share prices for Shipping companies including Shipping Group, Shipping Services, and Shipping Production.

Shoes and Leather

Table of share prices for Shoes and Leather companies including Shoes Group, Shoes Services, and Shoes Production.

Far West Rand

Table of share prices for Far West Rand companies including Far West Group, Far West Services, and Far West Production.

O.F.S.

Table of share prices for O.F.S. companies including O.F.S. Group, O.F.S. Services, and O.F.S. Production.

Diamond and Platinum

Table of share prices for Diamond and Platinum companies including Diamond Group, Diamond Services, and Diamond Production.

NEWSPAPERS, PUBLISHERS

Table of share prices for Newspapers and Publishers companies including Newspapers Group, Newspapers Services, and Newspapers Production.

Shipping

Table of share prices for Shipping companies including Shipping Group, Shipping Services, and Shipping Production.

Shoes and Leather

Table of share prices for Shoes and Leather companies including Shoes Group, Shoes Services, and Shoes Production.

Central African

Table of share prices for Central African companies including Central Group, Central Services, and Central Production.

Finance

Table of share prices for Finance companies including Finance Group, Finance Services, and Finance Production.

OIL AND GAS

Table of share prices for Oil and Gas companies including Oil & Gas Group, Oil & Gas Services, and Oil & Gas Production.

PAPER, PRINTING, ADVERTISING

Table of share prices for Paper, Printing, and Advertising companies including Paper Group, Paper Services, and Paper Production.

Shipping

Table of share prices for Shipping companies including Shipping Group, Shipping Services, and Shipping Production.

Shoes and Leather

Table of share prices for Shoes and Leather companies including Shoes Group, Shoes Services, and Shoes Production.

Central African

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Finance

Table of share prices for Finance companies including Finance Group, Finance Services, and Finance Production.

OIL AND GAS

Table of share prices for Oil and Gas companies including Oil & Gas Group, Oil & Gas Services, and Oil & Gas Production.

Regional and Irish Stocks section with various sub-sections and share prices.

Traditional Options section with 3-month call rates and various stock options.

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

High yielders lose attraction

STERLING AND the dollar suffered a general weakening yesterday, as sentiment turned against the higher yielding currencies and saw fundamentally strong units, such as the D-Mark, return to favour.

According to dealers sentiment has moved against the pound for four main reasons. Firstly the currency broke through a major support point of DM3.3450 on Tuesday.

should be some delicacy in handling the situation. The market is looking for a weakening of sterling and is only likely to regard attempts by the Bank of England to push the pound higher as a better opportunity to sell.

Sterling showed mixed changes against major currencies, but on Bank of England figures the pound's exchange rate rose 0.4 to 96.5.

It was noted that the pound fell to Ffr10.9650 from Ffr10.9850, but was unchanged at Y221.75 and Sfr2.7450. In terms of the dollar the pound rose 10 points to \$1.7515.

tion to yesterday's announcement that the US Consumer Prices Index rose 0.6 per cent in January. This was twice the level in December, and was slightly above the level of most forecasts.

The threat of higher US rates did not underpin the dollar however, which fell to DM1.8355 from DM1.8420; to Y126.55 from Y126.75; to Sfr1.5685 from Sfr1.5685; and to Ffr6.2550 from Ffr6.2750.

According to the Bank of England the dollar's index was unchanged at 66.8.

EMS EUROPEAN CURRENCY UNIT RATES

Table with columns for Country, Unit, and Rate. Includes entries for Belgium, Denmark, France, Germany, Greece, Italy, Netherlands, Portugal, Spain, and UK.

POUND SPOT - FORWARD AGAINST THE POUND

Table showing spot and forward rates for various currencies against the pound, including US, Canada, DM, Sfr, Y, and others.

DOLLAR SPOT - FORWARD AGAINST THE DOLLAR

Table showing spot and forward rates for various currencies against the dollar, including UK, Canada, DM, Sfr, Y, and others.

EURO-CURRENCY INTEREST RATES

Table showing interest rates for various currencies and maturities, including Sterling, US Dollar, and others.

EXCHANGE CROSS RATES

Table showing cross rates between various currencies, including DM, Sfr, Y, and others.

£ IN NEW YORK

Table showing the value of the pound in New York for various currencies.

STERLING INDEX

Table showing the Sterling Index for various currencies.

CURRENCY RATES

Table showing current currency rates for various countries.

CURRENCY MOVEMENTS

Table showing percentage changes in currency values.

OTHER CURRENCIES

Table showing rates for other major currencies like the Australian Dollar, New Zealand Dollar, etc.

FINANCIAL FUTURES

Prices fall on weaker sterling

A POOR performance by sterling encouraged investors to take a renewed interest in March short sterling futures in the Liffe market yesterday.

While a bulk of the volume stayed with the June contract, traders saw an opportunity to take short positions in the March contract.

The pound's softer tone and a recent rise in European and US interest rates have prompted many investors to revise the view that UK base rates have peaked at 13 per cent.

The March short sterling contract finished at 86.83, discounting a base rate of 13 1/2 per cent. The temptation is to sell this contract on the hope that a rise in interest rates will enable traders to cover their

exposure by purchasing contracts at a lower price. West German Government bond futures fell sharply in record volume, following a rise in the sale and repurchase tender rate in Frankfurt yesterday.

The number of lots traded came to a provisional 55,972, beating the previous record of 21,540 established on February 15.

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Table of Liffe Long Gilt Futures Options with columns for Strike, Call, Put, and Price.

Table of Liffe Treasury Bond Futures Options with columns for Strike, Call, Put, and Price.

Table of Liffe FTSE 100 Futures Options with columns for Strike, Call, Put, and Price.

LONDON (LIFFE)

Table of Liffe market data including 9% National Gilt, 10% National Gilt, etc.

CHICAGO

Table of Chicago market data including US Treasury Bonds, etc.

EUROPEAN OPTIONS EXCHANGE

Table showing European options exchange data for various currencies and maturities.

BASE LENDING RATES

Table showing base lending rates for various banks and currencies.

LONDON MONEY RATES

Table showing London money rates for various currencies and maturities.

CROSSWORD

Crossword puzzle grid with clues for Across and Down.

Across and Down clues for the crossword puzzle, including '1 Stained by a lot of water', '6 "Simple as ABC" is foolish', etc.

JOTTER PAD

Company notices section including Futaba Corporation, Mitsuboshi Bank, and The Shell Transport and Trading Company.

MONEY MARKETS

Further rise in rates

UK INTEREST rates rose yesterday in reaction to the king's poor performance. The key three-month interbank rate was higher at 13 1/2 per cent while one year money edged up to 12 1/2 per cent from 12 1/4 per cent.

by Exchequer transactions which added \$2.85bn. The latter were swollen by redemption of the 11 1/2 per cent Treasury stock which cleared \$2.25bn.

The forecast was revised to a surplus of around £100m, but the Bank gave no assistance in the morning. A further revision took the forecast to a surplus of around £250m, and the Bank took out the excess liquidity by selling £27m of Treasury bills at 12 1/2 per cent, maturing today.

Short-term interest rates were higher in Frankfurt after the Bundesbank allocated funds at 6.25 per cent at its latest sale and repurchase tender. A total of DM6.3bn was allocated, compared with a maturing facility of DM5.4bn.

The higher rates were not viewed as a sign of monetary tightening by the authorities. Large commercial banks are reasonably well placed for liquidity, but smaller banks were prepared to bid up for funds (that is, to sell paper to the authorities at a lower price which pushes up the rate of discount) based on the idea that West German interest rates are likely to be increased sooner rather than later.

The firmer tone reflects a background of rising inflation, which many investors see as a signal for higher rates in West Germany.

time yet. Overnight interbank money touched a high of 12 1/2 per cent before slipping away to 1 1/4 per cent.

The Bank of England forecast a flat credit position. Factors affecting the market included bills maturing in official hands and a take up of Treasury bills, together with repayment of late assistance draining £513m.

The unwinding of previous sale and repurchase agreements drained a further £1.695m, and there was a rise in the note circulation of £105m. In addition, banks brought forward balances £56m below target. These were offset

Advertisement for 'The residential property pages of the WEEKEND FT' featuring 'Retirement Homes' and contact information for Genevieve Marengi.

World Stock Markets

WORLD STOCK MARKETS

AUSTRIA

Table of Austrian stock market data including company names and prices.

FRANCE (continued)

Table of French stock market data.

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2pm prices February 22

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Table of Standard and Poor's index data.

TRADING ACTIVITY

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Table of Toronto stock market data.

NEW YORK ACTIVE STOCKS

Table of New York active stocks.

TOKYO - Most Active Stocks

Table of Tokyo most active stocks.

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3pm prices February 22

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table containing stock prices for various companies, organized in columns with headers for stock name, price, and change.

NYSE COMPOSITE PRICES

Table of NYSE Composite Prices with columns for Stock, High, Low, and Change. Includes a sub-section for AMEX Composite Prices at the bottom left.

OVER-THE-COUNTER

Table of Over-the-Counter prices with columns for Stock, High, Low, and Change. Includes a sub-section for AMEX Composite Prices at the bottom left.

Nasdaq national market, 3pm prices February 22

Handwritten note: 'Volatility'

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AMERICA

Consumer prices rise sends Dow tumbling

Wall Street

A LARGER-than-expected increase in consumer prices in January, coupled with warnings about the risks of higher inflation from Mr Alan Greenspan, chairman of the US Federal Reserve, triggered heavy selling of equities yesterday, writes Janet Bush in New York.

EUROPE

Frankfurt retreats to year's lows

THE WEST German market dropped by more than 1 per cent as growing nervousness over inflation and interest rates sent leading European bourses into retreat, writes Our Markets Staff.

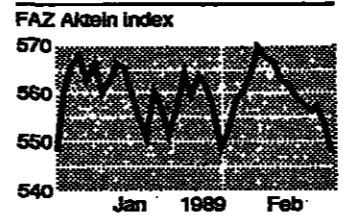
Selling accelerated after the first hour of trading, and by early afternoon the Dow was off almost 41 points. The fall almost wiped out four successive days of rising prices and pulled the Dow below the 3,000 level, which had proved a formidable obstacle on the index's way up.

of a \$25-a-share bid for the company by Mr Andrew Heine, an investor. Petrolane Partners added \$1 to \$25, Panhandle Eastern, which has made a \$3-a-share offer for Texas Eastern, said that it intended to sell the latter's 43 per cent stake in Petrolane within 60 days if its bid were successful.

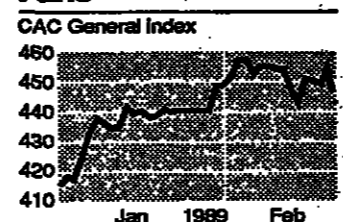
Canada

CONCERN over US inflation and its probable effect on interest rates knocked Toronto share prices. At midday, the composite index was off 26.1 at 3,532.2 on volume of 17.3m shares.

Frankfurt



Paris



and Popular gained ground, with the former rising 13 points to 821 of par and the latter climbing 5 to 1,615.

STOCKHOLM rose to another all-time high on optimism over corporate results, with turnover at a moderate SKr316m. The Affarsvarden general index added 7.4 to 1,092.6.

BRUSSELS was generally easier following another rise in the three-month treasury certificate rate. Steel stocks saw heavy trading again.

ASIA PACIFIC

Investment trust demand helps Nikkei rally sharply

Tokyo

A FLOOD of buy orders from newly established investment trusts wiped out any bearish thoughts left after Tuesday's sharp fall and sent the Nikkei average to a new high, writes Michiko Nakamoto in Tokyo.

Share prices climbed through the day to close up 331.85 at a record 32,311.93. That was just below the day's high of 32,312.62, while the low was 32,006.24.

Part of the buying was thought to have come from the trusts to be launched today in order to spread such heavy demand over more than one session.

There were two main themes to the day. The first was speculation that the Government would announce plans to build a line for linear motor cars, enabling travellers to reach Osaka in an hour instead of the two and a half hours it now takes.

BRUSSELS was generally easier following another rise in the three-month treasury certificate rate. Steel stocks saw heavy trading again.

traded, gained Y65 to Y1,030, and Japan Steel Works, which owns land in Fuchu, where a linear motor line is likely to pass, added Y110 to Y1,500.

The second theme was the build-up of Japan's infrastructure, centring on the construction of more highways and three new bullet train lines. There have been spectacular rises in a number of the leading construction companies, especially those that excel in civil engineering.

Among them, Sato Kogyo, noted for its tunnel-building expertise, surged Y270 to Y2,520 in heavy trading. Taisei, which was third on the volumes list with 53.6m shares, added Y70 to Y1,770. Shimizu also gained Y70 to Y2,230.

Nippon Telegraph and Telephone, which has been hit by the involvement of a number of former executives in the Recruit share scandal, fell to a low of Y1.60m during the day, but attracted some buy orders at that level and closed Y10,000 lower at Y1.61m.

Investors sought high-technology issues in Osaka and the OSE average added 140.59 to 30,376.95. Volume improved to 124m shares from 102m. Sato Kogyo rose Y300 to Y2,520.

Roundup

HIGHER metal prices, expectations of good corporate results and the strength in neighbouring Tokyo helped Asia Pacific markets to a firmer finish.

AUSTRALIA was buoyed by the continued weakness of the local dollar. Share prices closed near the day's highs on both overseas and domestic demand.

The All Ordinaries index climbed 11.5 to 1,492.9 and turnover reached 97m shares worth \$211m. The firm local price for bullion aided gold stocks, while banks were also in demand.

In gold, Poseidon jumped 40 cents to \$22.55. Sons of Gwalia put on 20 cents to \$25.30 and Metana and Barrick Mines each rose 15 cents to \$24.40 and \$23.65 respectively.

BRAMSLEDGE climbed 15 cents to \$11 and BTR Nylex found 18 cents to \$29.14 in anticipation of good results from the industrial groups today. Mayne Electric, also heavily

Amsterdam suffers glut of indices

Laura Raun on the yardsticks that are double Dutch to investors

TOO many yardsticks can blur that which is being measured. Witness the number of stock market indices and sub-indices on the Amsterdam bourse, which have proliferated to such an extent that some observers are downright confused.

The total return index tracks movements of officially listed stocks with the same exceptions as with the all share index, but cash dividends are reinvested in the portfolio. Both the all share and the total return indices are adjusted for changes in share capital and are calculated once a day, based on closing prices.

Meanwhile, the tendency index is calculated seven times a day and reflects the movements of the 40 most actively traded stocks in comparison with a base level which is annually updated and is now the end of 1987.

Dutch news agency - is heavily weighted toward a handful of international stocks, with Royal Dutch/Shell and Unilever accounting for nearly half of the portfolio.

Mr Fokko Tuin, a securities analyst with Kempen and Co, says the ANP-CBS index indirectly forces portfolio managers to hold a lot of Royal Dutch and Unilever stock. That means running a big risk of underperforming the market as well as a possibility of outperformance.

To allow the investor to choose whether, when and how to invest in the majors, the CBS all share and CBS total return indices have an all share sub-index including Royal Dutch/Shell as well as one that excludes Royal Dutch. The ANP-CBS all share index has also been criticised for being badly underweight in bank stocks and insurance shares, compared with both of those sectors' market capitalisations.

FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

Table with columns for National and Regional Markets, Tuesday February 21 1989, Monday February 20 1989, and Dollar Index. Rows include Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Hong Kong, Ireland, Italy, Japan, Malaysia, Mexico, Netherlands, New Zealand, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, United Kingdom, USA, Europe, Nordic, Pacific Basin, Euro-Pacific, North America, Europe Ex. UK, Pacific Ex. Japan, World Ex. UK, World Ex. So. Af., World Ex. Japan, and The World Index.

Base values: Dec 31, 1986 = 100; Finland: Dec 31, 1987 = 115.037 (US \$ Index), 90.791 (Pound Sterling) and 94.94 (Local); Nordic: Dec 30, 1988 = 139.64 (US \$ Index), 114.44 (Pound Sterling) and 123.21 (Local).

CAPITAL & COUNTIES advertisement. Features a bar chart showing 1988 results: Total Assets (£1.1 billion, +42%), Shareholders' Funds (£750 million, +37%), Profit before tax (£43.5 million, +75%), Earnings per share (20.3p, +22%), Net Assets per share (492p, +23%). Includes contact information for London SW1H 0BU.

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